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Wm. Brown

Semiannual Report



TURKISH University Program

AID/USA-188

A.I.D.
Reference Center
Room 135, NS

Nebraska in Turkey

January 1, 1967 - JUNE 30, 1967

COVER PAGE

The cover of this report was designed by Clifford Hollestelle, Visual Aids Specialist for the Department of Information of the University of Nebraska. It depicts the cooperative effort of Ataturk University, the University of Nebraska and the Agency for International Development in establishing a modern university in Eastern Turkey that will contribute to the progress of Turkey. The figure on the right is taken from a relief of Kemal Ataturk which is displayed at Ataturk University and often used as a symbol of the University.

* * *

UNIVERSITY OF NEBRASKA - AID CONTRACT PROGRAM

In accordance with provisions of Contract No. AID/nesa-188
Appendix A - Article IV, we submit herewith the progress report covering
the period January 1, 1967 to June 30, 1967.

A. C. Breckenridge, Vice-Chancellor
International Programs

Jason S. Webster, Coordinator
Uni. Nebraska Turkish Program

E. F. Frolik, Dean
College of Agriculture and
Home Economics

Entered into Contract	March 28, 1955	
Amendments	May 3, 1955	July 3, 1956
	June 29, 1955	September 22, 1956
	August 5, 1955	January 5, 1957
	September 19, 1955	November 22, 1957
	March 16, 1956	
Superseded by New Contract	May 19, 1958	
Amendments	June, 1959	May, 1962
	September, 1959	August, 1963
	June, 1960	June, 1964
Superseded by New Contract	July 1, 1965	

SCOPE: Render technical advice and assistance to Turkey for the purpose
of improving the economic development and general welfare of
Turkey by assistance to its Ataturk University.

Conditions Governing Operations: Services provided in Turkey are an
integral part of the United States AID and will be performed under
the general policy guidance of the USAID Director; the University of
Nebraska will be responsible for all professional and technical
details of the contract and shall keep the USAID Director currently
informed of the progress of the project.



Robert A. Soucek
(1937 - 1967)

Perhaps it was a spirit of adventure which prompted Bob Soucek to apply for the position of secretary to the staff of the Nebraska Group at Ataturk University. Certainly it was an unlikely post for a new graduate in Business Administration from the University of Nebraska and Bob was not trained in the basic stenographic skills needed for the job. However, he quickly remedied that situation by enrolling in an accelerated training program at a Lincoln business college and arrived to start his service at Erzurum, Turkey on November 4, 1959. He served the group efficiently and well until his return to Nebraska in October of 1961.

Whatever it was that stimulated Bob to defer his career for an overseas tour, once he arrived in Turkey, he very quickly established himself as an effective ambassador of America. Friendly and outgoing, he soon had a wide circle of friends from all strata of the Ataturk University community. Turkish students and assistants, a Scottish girl who taught English, a German girl from Munich who came to study Turkish philology, an Austrian anthropologist who combined the teaching of German with archaeological exploration, a young Turkish doctor who practiced in Erzurum, Turkish army lieutenants, American army officers and enlisted men, and Turkish and American professors all responded to his good nature and unassuming character. He played basketball with the Ataturk University students and assistants. He won the Turkish children with his warmth and informality, supplemented by his Polaroid camera. In short, he gained complete acceptance in a very short time and his American elders looked upon him with pride as a typical, wholesome young American who seemed unaware of the fact that he was doing a great deal to enhance the image of America in Turkey and, consequently, was most effectively aiding the efforts of the Nebraska Group at Ataturk University.

Bob's busy life in Erzurum was interrupted in early 1960 by the

serious illness of his father. He returned to Nebraska on January 31st for two months but, after apparent improvement in his father's health, resumed his duties at Ataturk University on March 2nd. In May of 1960 he was again called home by his father's death but returned to Erzurum to complete his tour of duty in October 1961.

Subsequent to completion of his stay in Turkey, Bob returned to the University of Nebraska to qualify as a teacher and to complete advanced reserve officer's training. After attaining these goals, he was commissioned in the United States Army and was posted for duty to Europe where he was advanced to the rank of First Lieutenant. He accepted his discharge from the army in Europe and vacationed in Turkey, revisiting Erzurum and renewing old acquaintances. While still vacationing, then, in Munich, he was fatally injured in an automobile accident on April 1, 1967.

Bob was born July 4, 1937, at Ong, Nebraska. His parents were both teachers and he was graduated from high school in Talmage, Nebraska in 1954. While a student at the University of Nebraska, from which he was granted the degree of Bachelor of Science in Business Administration in 1959, he was a member of Beta Theta Pi fraternity. He is survived by his mother, Mrs. Bess Soucek, 506 East 5th Street, Hastings, Nebraska, where she teaches in the city schools, and by his grandmother, Mrs. John Soucek of Deweese, Nebraska.

--Prepared by Dr. H. Lloyd Weaver,
Assistant Dean of College
of Arts and Sciences,
University of Nebraska

FORMER NEBRASKA STAFF IN TURKEY

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Collings, Wayne	2700 Van Dorn, Lincoln, Nebraska 68502
Conard, Elverne C.	1202 No. 45 St., Lincoln, Nebraska 68503
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FORMER NEBRASKA STAFF IN TURKEY (Continued)

NAME	ADDRESS
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Simms, Mrs. B. T.	4516 2nd St. North, Arlington, Virginia 22200
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Steele, John C.	1220 No. 44 St., Lincoln, Nebraska 68503
Swift, Lloyd H.	2210 Sewell, Lincoln, Nebraska 68502
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Weaver, H. Lloyd	2740 Royal Court, Lincoln, Nebraska 68502
Weigel, Paul	8110 Sagamore Rd., Leawood, Kansas 66206
Weihsing, John L.	1201 No. 38 St., Lincoln, Nebraska 68503
Weldon, Marcus D.	1420 Urbana Lane, Lincoln, Nebraska 68505
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FORMER NEBRASKA SECRETARIES IN TURKEY

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Ames, Mercedes A.	4123 Randolph, Lincoln, Nebraska 68510
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Hughes, Regina (Mrs. Fred Clonninger)	3901 No. 11 St., Carter Lake, Omaha, Nebraska 68110
Lesoing, Doris	1545 D St., Lincoln, Nebraska 68502
Magorian, Mary Lou (Mrs. Ron Sherk)	8011 Reno Road, Lincoln, Nebraska 68505
McCullough, Sally (Mrs. Robert G. Miller)	2233 Park Avenue, Lincoln, Nebraska 68502
Neeman, Bonnie (Mrs. Carl Brenneman)	4640 Ramodell Ave., La Crescenta, California 91014
Nelson, Virginia Louise (Mrs. Geo. Bass, Jr.)	1493 Willis Mill Rd., S.W. Atlanta, Atlanta, Georgia 30311
Souчек, Robert	deceased
Swanstrom, W. Wylene (Mrs. James Twombly)	143 Warren Avenue, Hawthorne, New York 10532
Wollen, Mary Jane (Mrs. Don R. Sapp)	318-4th Ave., Box 51, Copple Pa. 16136
Woods, Beth (Mrs. Norman Howarth)	11218 Hogan Rd., Gaines, Michigan 48436

COORDINATOR'S COMMENTS

by

Jason S. Webster

The "up's and down's" in the progress of Ataturk University are again evident during this period. One of the primary obstacles has been the lack of a full-time Rector of the university. Since Rector Osman Okyar was recalled to Ankara late in 1966, Dean Ali Ertugral of the Medical Faculty has been Acting Rector. At the end of this reporting period (June 30, 1967) a new Rector has not been appointed. This situation has resulted in a retardation of progress in many activities at Ataturk University.

The building program has continued to the point where classrooms, laboratories and offices are quite adequate for the present. Housing for the faculty and students is seriously lacking. Although the staff is increasing, to keep pace with the growth in student enrollment has not been possible.

Ataturk University is gradually becoming more involved in programs under the Ministry of Agriculture whose general goal is to make Turkey eventually self-sufficient in food production with an excess for export. Additional help in food production has been made available under a contract between AID and Oregon State University to supply seed wheat from Mexico and the U. S. The contract also calls for short-term appointments of county agents and U. S. farmers to assist in establishing better methods of wheat production. This work will be done largely in southwestern Turkey. This is an example of several approaches being taken by AID and the Turkish Government in increasing food production. Ataturk University is in a position to assist in increasing food production through its research program, its Agricultural Extension activities and its cooperation with various governmental agencies.

Near the end of this reporting period (late in June) we were fortunate in locating two staff members who will arrive in Turkey early in July. Professor Gordon Vandervort will assist in improving the Mathematics and Physics Departments at Ataturk University and Professor James Broz, the teaching of English. Equipment for a modern language laboratory has been ordered which will add to Professor Broz's effectiveness. The fields of science and English are in need of future strengthening for the benefit of all areas of the University. Physics and English are needed by agricultural and medical students in addition to their own majors. Much of the material in the library is in the English language and the principal

handicap to our participants studying in the U. S. is their limited knowledge of English.

Fiscal year 1968 will be a year of decision for this program--whether it will terminate on June 30, 1968 or continue for a few years. Some of the questions to be answered in making this decision are:

1. Can adequate Turkish administration be provided whose tenure can be of sufficient length for proper continuity of a good program?
2. Is the staff willing to support such an administration in its loyalty to the University and the future of Turkey?
3. Will financial support of the Turkish and U. S. governments be adequate?
4. Can the University of Nebraska and Turkey supply enough well qualified staff?
5. Can Ataturk University provide adequate housing for the staff and students?
6. Can AID properly "back-stop" an extended and expanded program?
7. Is Ataturk University ready to go beyond its program of educating students to seeking solutions to problems and extending knowledge to the masses in food production, health and education?
8. Is Ataturk University ready to increase its teaching program in graduate study, improve its undergraduate program and include other fields of study?

These questions provide only some of the general considerations to be studied in future planning. The optimum duration of University/AID contracts is a good subject for study, but must be determined on an individual basis. In general, a program should be of sufficient duration to provide a new university with a firm foundation for self-perpetuation. A recent Rector has stated that the presence of an American staff is invaluable in providing an "intellectual atmosphere" to a new university. Training of local staff both in the host country and in the U. S. is an important part of such a program. Also the providing of equipment and teaching aids not available in the host country is an important consideration. We hope that the tenure of our contract will be sufficient to provide an excellent foundation upon which a modern university will continue to develop. At the same time we must guard against over-extending our welcome in Turkey.

This report contains a final report of our Chief of Party, Dr. Donald G. Hanway, who has completed a two-year tour. He will return to the University of Nebraska as Chairman of the Agronomy Department. His position as Chief is being filled by Dr. Duane Loewenstein who has been Professor of Agricultural Extension since October, 1966. Allen Bures has handled many of the administrative details since his arrival in February from the University of Nebraska. The need for this assistance to the Chief has long been recognized and will be especially helpful to the new Chief who will also be assisting in the Agricultural Extension program. Carol Bures filled the secretarial position in Erzurum when Mrs. Marie Perrin returned to Nebraska. Donna Faling of the Lincoln office moved to Dallas Texas in June and was replaced by Louise Hewell.

PERSONNEL
UNIVERSITY OF NEBRASKA STAFF IN TURKEY
January 1, 1967 - June 30, 1967

NAME	POSITION	ARRIVAL	DUE TO DEPART TURKEY
Bliven, Bonita	Secretary-Ankara	Feb. 25, 1965	Feb. 24, 1969*
Bresson, Amel L.	Prof. Chemistry	Sept.27, 1965	Sept.26, 1967
Bures, Allen	Operations Clerk	Feb. 13, 1967	Feb. 12, 1969*
Bures, Carol Sue	Secretary	Apr. 10, 1967	Apr. 9, 1969*
Dunkelberg, Gacрге H.	Prof. Ag. Engineering	Jan. 8, 1966	Jan. 7, 1968
Fenske, Leo J.	Prof. Ag. Management	Oct. 8, 1960	Sept.22, 1967
Hanway, Donald G.	Chief Advisor, Nebraska Group	June 21, 1965	June 20, 1967
Loewenstein, Duane E.	Prof. Ag. Extension	Oct. 13, 1966	Oct. 12, 1968*
Perrin, Marie Louise	Secretary	June 3, 1965	May 5, 1967
Ross, James G.	Prof. Plant Science	Mar. 24, 1966	Mar. 23, 1968

Above staff members at Ataturk University, Erzurum, Turkey unless specified Ankara, Turkey.

Two additional staff members due to arrive in Turkey early in July are Professor Gordon Vandervort in Physics and Professor James J. Broz, Jr. in English.

*Subject to change if contract is terminated before this date.

ATATURK PARTICIPANTS IN THE UNITED STATES UNDER UNIVERSITY OF NEBRASKA
AID CONTRACT PROGRAM AS OF JUNE 30, 1967

NAME	FIELD OF INTEREST	LOCATION	ARRIVAL IN U.S. TERMINATION	
AKMUT, Ozdemir	Economics	Uni. Nebraska	Aug. 8, 1965	Aug. 7, 1967
ASLAN, Demir	Economics	Uni. Nebraska	Aug. 8, 1965	Aug. 7, 1967
BAYDAR, Saffet	Plant Pathology	Uni. Nebraska	Jan. 25, 1966	Jan. 24, 1968
ERGIN, Seckin	English	Uni. Nebraska	Aug. 6, 1965	Aug. 5, 1967
GULTEN, Sefkati	Ag. Economics	Uni. Nebraska	Aug. 8, 1965	Aug. 7, 1967
GUNEL, Erol	Plant Breeding	Uni. Nebraska	Sept. 5, 1966	Sept. 4, 1967
GUNEL, Gunes	English	Uni. Nebraska	Sept. 5, 1966	Sept. 4, 1967
ISYAR, Yuksel	Ag. Economics	Uni. Nebraska	Aug. 8, 1965	Aug. 7, 1967
KOYCU, Coskun	Plant Science	Uni. Nebraska	Jan. 25, 1966	Jan. 24, 1968
KUSHAN, Battal	Ag. Engineering	Uni. Nebraska	Aug. 8, 1965	Aug. 7, 1967
LELOGLU, Selahattin	Vet. Science	Uni. Nebraska	Jan. 25, 1966	Jan. 24, 1968
OZGUDEK, Fatma	English	Clemson Univ.	Sept. 5, 1966	Sept. 4, 1967
PIRIMOGLU,Abdulgazi	Economics	Uni. Nebraska	Feb. 23, 1967	Feb. 22, 1968
TANRIVERDI, Fuat	Horticulture	Uni. Nebraska	Nov. 3, 1966	Nov. 2, 1967

FORMER PARTICIPANTS UNDER UNI. NEBR. AID/CONTRACT
PROGRAM NOW UNDER ASSISTANTSHIPS

AKSOY, Ayhan	Animal Science	Uni. Nebraska	Jan. 27, 1964	June 30, 1968
BAYSAL, Ismet	Plant Science	Uni. Alberta	Sept. 6, 1963	Aug. 31, 1967
BEYGU, Sara	Chemistry	Uni. Nebraska	Jan. 24, 1964	Aug. 20, 1967
KIP, Ergun	Ag. Economics	Uni. California	Sept. 6, 1963	June 30, 1967
YILDIZ, Attila	Chemistry	Uni.No.Carolina	Sept.12, 1963	July 1, 1967

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REPORT OF THE
UNIVERSITY OF NEBRASKA GROUP IN TURKEY

January 1, 1967 to June 30, 1967

Donald G. Hanway, Chief Advisor

ADMINISTRATIVE COMMENT

New Buildings Occupied

The February break between semesters was used to occupy the new Library and the Plant and Soil Science Buildings. This added space greatly improves the office classroom and laboratory situation for the entire staff.

The entire Faculty of Agriculture moved to the new Plant and Soil Science complex at the west end of the campus area. The Department of Agricultural Engineering occupies a part of the Soil Science Building. Agricultural Economics and Animal Science occupy a part of the Plant Science Building. For the first time some personnel are in a position to develop their permanent laboratories for teaching and research. Inadequate fuel oil supplies prevented heating the greenhouses and putting them to use. Leaking roofs and other problems of new buildings were prevalent but are being repaired.

The Rector's office and other University Administrative offices moved to the new Library. The Library was moved from its basement location in the Science Building to its permanent quarters.

When the Agriculture Faculty moved from the Science Building, it left offices, laboratories and classrooms available for expansion of the sciences and for temporary use by the Medical Faculty. The offices of the Chief Advisor and supporting staff of the Nebraska Group now occupy four rooms in the Science Building.

Moving the University and Nebraska administrative offices from the Social Sciences Building released many badly needed offices to the use of the Science and Letters Faculty.

There is now more office, laboratory, and classroom space available than the present University staff can fully occupy and use effectively. Staff efficiency, however, should be improved over that in the previously crowded, inadequate quarters.

University Administration

The first quarter of calendar year 1967 passed with Prof. Dr. Ali Ertugrul of the Medical Faculty serving as Acting Rector. This is a difficult position for the most capable of people. The fact that the University lacks the administrative structure and autonomy to maintain continuity of leadership is perhaps its greatest obstacle to development. This interferes with developing the staff, with establishing and implementing long-range programs, and with providing efficient services and support to staff to assure growth and improvement in programs.

Considerable dissension and competition exists within the loose administrative structure as attempts are made by groups to gain added control. This has essentially prevented any gains in unifying the institution to carry out its basic role. Rather the Faculties seem more independent. Moves to establish chairs within the Faculty of Agriculture result in further segmentation and loss of administrative and program efficiency.

Trends in recent months toward the old Turkish University pattern of operation have been definite. This system may favor the interests of a few individuals temporarily, but it does not provide an efficient system for administering the complex, dynamic program that Ataturk University should provide in the public interest as a public institution. Staff recruitment and development is lagging. Program development is proceeding very slowly. Even the capabilities of the present limited staff are not being fully utilized.

The University of Nebraska was invited to Turkey to help establish a modern, service-oriented university patterned after the American land-grant universities in general philosophy and organization. The possibility of the Nebraska Group giving effective help is limited when the institution fails to move ahead in program development which would draw on the training and experience of the Nebraska staff in their planning and implementation. Present trends of development at Ataturk University as they relate to staff, administration, and program development are disappointing.

AID-Nebraska Staff Meeting on Ataturk University

Agreement had been reached between AID and the University of Nebraska to extend the contract through FY-68. The University of Nebraska originally considered giving assistance for ten years. It is now completing its twelfth. FY-68 becomes the thirteenth. On March 20-22 the Nebraska staff attended conferences with AID in Ankara to consider the present situation and state of development of Ataturk University and to make plans for as much additional

contribution as possible within the remaining contract year. The extent of this contribution will depend largely on the attitude and willingness of the Turkish staff to draw on Nebraska staff training and experience as a resource in planning.

Each Nebraska staff member presented his points of view. AID personnel indicated areas of assistance and support. Ataturk University will benefit from the more cohesive support efforts that will result from the discussions between the contract and Mission personnel.

A staff paper for Director James P. Grant was prepared at the close of the conference giving an analysis of the Ataturk University development picture. (See Professor Fenske's report.) Mr. Arthur Handly, Chief of the Public Administration Division, is to be commended for suggesting and setting up the conference.

Nebraska Staff

Mr. and Mrs. Allen Bures joined the Erzurum staff in February. Allen will serve as Operations Clerk, handling many of the administrative details and accounting involved in maintaining the Group and supporting the efforts of the staff. Mrs. Bures will serve as Erzurum Secretary when Mrs. Marie Perrin returns to the U. S. about May 1.

Miss Bonnie Bliven, Ankara Secretary, spent a major part of this quarter on home leave.

Summary

The future development of Ataturk University depends on the establishment of a continuing, effective, functional administration that will give direction and unity to its operations and programs. To date, the Government of Turkey has not provided the framework and leadership necessary to do this. Without progress in this regard, all other efforts will be reduced in effectiveness toward the goal of making this an excellent, modern university.

ADMINISTRATIVE OPERATIONS

Allen L. Bures

QUARTERLY REPORT April 1 - June 30, 1967

Retrospect

The quarter just completed, the final one of fiscal 1967, has been one of many happenings. First, adjustment to my employ has become more complete. Second, the week of May 22, 1967 marked the first AID audit in over two years. Third, satisfactory office equipment was received to facilitate operations. Fourth, there were the departures of Marie Perrin and Dr. Hanway and the expected arrivals of Professor Broz and Professor Vandervort. Fifth, the most frustrating point which this fourth quarter produced was the idea of terminating the Nebraska Contract in Turkey as of June 1967. One never knows what the future holds.

Activities

The following depicts the major activities during this quarter.

1. Assisted two AID/Ankara auditors in audit of Nebraska contract. While records were sent in prior to May 1967, the audit at Erzurum was conducted during the week of May 22, 1967. The final audit report has not yet been received.
2. Assisted Mr. Edward Stark and assistant in inventory of US/AID furniture assigned to Nebraska Group at Erzurum. No problem was encountered in reconciling AID records with physical inventory count. Additional miscellaneous items, i.e., lamp shades, etc. were requested in addition to reupholstering and repair of various pieces of furniture. All have AID approval.
3. A study of commodity orders was undertaken with results passed on to appropriate individuals involved to expedite customs clearance.
4. Assisted in preparing apartments for new arrivals.
5. With receipt of new office furniture and adjustment to additional space a preliminary inventory was taken of office supplies to determine additional needs for fiscal 1968.
6. The major portion of my employ is devoted to daily operations. It has been said that one seldom encounters the same situation

twice. This holds true in most respects to my tasks although there is a tendency for repetition in the following operations.

- (a) Maintain accounting control of USAID/Nebraska Trust Funds.
- (b) Coordinate activities and act as an intermediary with tercdmen, secretaries, and drivers.
- (c) With the vehicles on hand, attempt to oversee the control and maintenance of the project vehicles.
- (d) Maintain control of commodity orders and receipts.
- (e) Perform miscellaneous tasks such as maintenance of AID household furnishings, communications, and assistance to Group members.

Summary

While operational and administrative problems arise from time to time, it is felt that this quarter marked several achievements.

With the addition of a Turkish secretary and a second tercd^u-man (interpreter) it is felt that office personnel is now at adequate strength. Both quantity and quality of work in Turkish have been increased.

The office furniture and equipment furnished by the Ataturk University administration has assisted in the efficiency of Nebraska administrative personnel.

Although vehicle maintenance is a major hurdle to control, the obtaining of a relatively new vehicle from AID/Ankara has improved the situation to a point where this problem should be controllable.

AGRICULTURAL ECONOMICS DEPARTMENT

Professor Leo J. Fenske

QUARTERLY REPORT
January 1 - March 31, 1967

Department Activities and Progress

This report includes the closing of the first semester and the opening of the second semester for the 1966-1967 school year. Eight courses in Agricultural Economics were offered during the first semester and seven are currently being offered. This is the first semester in fourteen that the writer has not taught one or more courses.

Research activities have slackened off because of the press of teaching assignments. However, two research projects have been completed and two are still in progress. Dr. Asst. Kutlu Zoral is preparing a monograph on "The Income Elasticity of Milk Consumption in Erzurum."

Publications during the quarter include two bulletins by Ibrahim Aksöz:

- (1) The Economic Situation of Farms in the Erzurum Valley
- (2) Land Reform and the Need for Land Reform in Turkey

Five assistants are studying English, two in Ankara and three at Ataturk University. Metin Caglar and Cevdet Ogut have been nominated as participants. However, both must pass the English proficiency examination before they qualify.

The three assistants in the States--Gülten, İsyar, and Kip have continued to do very satisfactory work at Nebraska and Davis, California.

Two significant achievements in staff development have occurred during this quarter:

On February 13 Doçent Dr. Aksöz completed all the requirements for advancement to the rank of Professor. The jury members consisted of Professors Fenske, Ergene, and Yalvac from Ataturk University and Professors Köylü and Çalgüner from Ankara University.

On March 29 Assistant Turgut Hatunoglu completed all requirements for the Doctor's degree. The jury members were Professor

Leo J. Fenske, Ataturk University; Professor Dr. Osman Okyar, Hacettepe Science Center; and Professor Dr. Reşat Aktan, Political Science Faculty, Ankara University.

University Development and Problems

An Ataturk University conference was held in Ankara from March 20 through 22. All the Nebraska staff members were present as well as representatives from AID. In addition, a group of Turkish educators carried on a panel discussion on "Higher Education in Turkey in 1973."

Many problems both current and long-range pertaining to Ataturk University were discussed. The opinions on Nebraska's and AID's role at Ataturk University in the future ranged from extreme pessimism on the part of some to fairly high optimism on the part of a few.

No new problems were brought out and the discussions were repetitions on what has often been said before. The main benefit from the meeting was that it gave an opportunity for all concerned to express themselves. All too often in the past the Nebraska staff stationed at Ataturk University has not been informed as to what was going on.

Some of the subjects discussed were:

- (1) Administrative structure
- (2) Staff development--recruitment and promotion
- (3) Legislation--old and new
- (4) English language training
- (5) Dearth of textbooks, translation and publication
- (6) Student problems
- (7) Surplus properties
- (8) Participant program
- (9) AID/Nebraska contract
- (10) Future role at Ataturk University

Each Nebraska staff member presented a short paper and discussed problems pertinent to his particular field. These papers should be bound into one volume for the basis of further study.

On February 8, 1967 the attached notes were submitted to Mr. Handly of AID. Inasmuch as they represent my ideas on a one-year extension, they are incorporated in this report.

Goals for One-Year Extension of the Nebraska/AID Contract at Ataturk University

If we assume that the project will be closed on July 1, 1968, and that there is little possibility of reaching the original goal of establishing a modern, western-type university at Ataturk, certain short-range goals should be established. These are necessary to give direction on the Group's activities, and to indicate to our Turkish colleagues that we are not giving up without a try.

Some suggested goals and activities with implications are given below:

Undergraduate Instruction

1. Revision of student regulations and unification of the same.
 - a. The problems here are as follows:
 - (1) Slowness of getting action and approval in the General Faculty Councils
 - (2) Reluctance upon the part of each Faculty to work together
 - (3) Acceptance by the students
 - b. To overcome the above we have a selling job to do.
2. Revision of curriculums in all departments
3. Publication of a school catalog
 - a. This should include a two-year calendar, student regulations, description of courses, prerequisites, etc., also other pertinent data.
 - b. This should not be hard to do, but extra help will be needed for translation and publication.

4. Improvement of class instruction

a. This requires:

- (1) Dividing large classes into smaller sections
- (2) Dividing laboratory sections into smaller sections
- (3) Greater use of visual aids
- (4) Greater use of the library
- (5) More outside reading assignments
- (6) Translation of a few basic texts in each department into Turkish

b. The students must be challenged to think in terms of the social and cultural problems facing Eastern Turkey.

c. The Administration must be more aware of the instructional program in each Faculty.

d. The Faculty must accept greater responsibility for teaching.

5. Aid the Administration in promoting organized extra curricular activities such as sports, drama, clubs, and the like.

Recruitment and Training of Staff

1. Each department analyze its long-run staff needs
2. Each department actively recruit the required numbers
3. Ataturk University should draw up and secure approval of its own set of Doctoral Regulations (until now the Agricultural Faculty has used Ankara's regulations). These regulations should include:
 - a. Provisions for language training
 - b. Provisions for organized courses of instruction at graduate level
 - c. Provisions for a definite program of work and study for the assistants, including a thesis problem.

4. Send as many qualified assistants to the States as possible for Master's Degree programs. These men will have to continue one year beyond July 1, 1963.

Extension Work

1. Complete the organization of the Extension Institute.
2. Each department should become involved in extension activities, even if only in a small way.
3. Organize short courses for:
 - a. Extension agents
 - b. Agricultural credit workers
 - c. Farmers in the villages
4. Continue field days.
5. Revive the Extension Newsletter and start a radio program.
6. Cooperate with the Government Extension Service.

Research

1. Each department should appraise all research work--past and present--to see how the needs of Eastern Turkey are being met.
2. Each department develop (or improve) its long-term research program.
3. Speed up the publication of research findings.

Farm

1. Make a complete analysis of present farm operations.
 - a. The Agricultural Economics Department should assume the leading role in this analysis.
 - b. Production departments should also be involved.
2. In view of the findings, reorganize the farm to better utilize all resources.
3. Make fuller use of the farm for student training.

Advisor's Role

Each American advisor should continue to make his presence felt within his department.

Other University Activities

On the surface the preceding goals seem to be minor in nature. However, if accomplished, certain direction and discipline will be given to the University.

In addition a series of seminars could be organized to study in depth the problems, goals, and program of the University with the Turkish staff. These seminars could be held at different administrative levels from the department level to the rectorship. If the only accomplishment of these seminars was to get the Turkish staff and officials to define their objectives, it still would be worthwhile.

... QUARTERLY REPORT April 1 - June 30, 1967

The 1966-67 school year just ended was the seventh school year for the author. Much has transpired in the last seven years both in line of accomplishments and disappointments. Retrospect is not in keeping with this quarterly report, thus this subject will not be discussed except to mention some things in passing.

In the early years I taught from two to four undergraduate courses each semester. Now the department staff has progressed to the point where this is no longer necessary. This quarter (second semester) is the first time in 14 semesters that I have not had an undergraduate course.

However, a course was taught in the English language to the assistants in Agricultural Economics and Economics. The purpose was twofold:

- (1) To give the assistants practice in hearing lectures in the English language.
- (2) To give some instruction in a subject important to Turkey; namely, Agricultural Development in Relation to Economic Development.

A. T. Mosher's small book, "Getting Agriculture Moving" was used as a text for reading assignments. Lectures were given and discussions held in English. From 6 to 10 assistants attended the class. Dr. Pfeifer was guest lecturer for one period. On another occasion

Dr. Ross conducted a tour of the farm to discuss the crops research work underway. This was a worthwhile afternoon for all concerned.

In general the above-mentioned class or seminar gave me much satisfaction. In the future similar seminars should be conducted.

Another indication of progress was that a Turkish national, Prof. Dr. Ibrahim Aksöz, is now chairman of the Department. I resigned by letter on June 5 stating that it was time to step down.

On June 28, I received the following letter from Dean Ergene (translated below into English):

"I would like to extend to you my appreciation on behalf of my Faculty for your constructive services and efforts in training students, preparing research plans, and especially training assistants in the Agricultural Economics Department ever since the University has been established.

I firmly believe that, as ranking professor in the Department, you will continue to render your services in the development of the Agricultural Economics Department.

I would like to extend to you my deepest respects for the occasion.

Prof. Dr. A. Ergene
The Dean"

The above letter more than offsets some of the disappointments encountered from time to time.

Participant Training

Assistant Yuksel İşyar has done outstanding work at Nebraska. He has received a scholarship for Ph.D. study at the University of California, Davis. He is an Ataturk University graduate.

Assistant Ergun Kip has the same Drylands Research Institute scholarship and will complete his Ph.D. one year hence at the same institution. The two young men speak well for Ataturk University.

Dr. Assistant Sefkati Gülten will return in August, but will probably have to enter army duty in September.

Assistants Metin Caglar and Cevdet Ügüt are scheduled to go to the States in early July.

Dr. Assistant Kutlu Zoral attended the Society for International Development World Conference held in Milan, Italy from June 7-11. The

writer planned to attend but could not receive financing from any source. Mr. Zoral's trip was sponsored by the above Society with a grant. Former Rector, Osman Okyar, also attended the conference.

Several visitors have come and gone during this quarter. AID personnel, Mr. Handly, Mr. Casey and others visited the University at a critical time during the one-year extension discussions.

Mr. Rigney of AID visited the University. His visit was also short and he did not get a good cross-section of the University in his interviews. Most of his work was concentrated in the Agricultural Faculty. Dr. Assistant Zoral prepared some background information on the Eastern Turkey situation, which was later forwarded to him.

Three field trips were made as follows:

- (1) April 16-22 to Black Sea area accompanied by Dr. Asst. Kutlu Zoral. The purpose of this trip was to explore possibilities of doing research on hazelnut production.
- (2) May 2-4 to Erzincan to study the possibilities of research in the cattle feeding sector accompanied by Dr. Asst. Kutlu Zoral. This work will be undertaken.
- (3) June 25-30 to G8le, Kars, Igdir and Agri to study general agricultural conditions and problems in this region, accompanied by Dr. Ross and Asst. Metin Cakaci.

A series of General Faculty meetings were held to revise the present Student Regulations. Good progress has been made and the work will soon be completed, culminating a project started as far back as 1962. I have served on this project since its inception. The new regulation if adopted will be much more rigorous than the one currently in force. It should do away with some of the student problems that now give us trouble.

The Department had only 16 graduates out of a senior class of 47 --about one-third. The others all have deficiencies to make up. This is our poorest completion record in all the years.

The year ahead can be interesting and useful. We must try and round out many aspects of University development in the allotted time.

AGRICULTURAL ENGINEERING DEPARTMENT

Professor George H. Dunkelberg

QUARTERLY REPORT
January 1 - March 31, 1967

Retrospect

Although construction on most University buildings was suspended this quarter due to the severe winter weather, the new Soil Science and Plant Science buildings were completed and occupied. For the first time, the entire staff of the Agricultural Engineering Department is now housed together--on the third floor of Soil Science.

Departmental Activities

In addition to the departmental cohesion as brought about by our new quarters, a significant step was made by the appointment of Docent Dr. Ziya Alkan as chairman. Ziya has started regular meetings of the staff and exhibits a sound approach in solving our problems.

The following significant steps have been taken:

1. A major in agricultural engineering (Cultural Technique) will be offered only when:
 - (a) We have a building suitable to house agricultural engineering activities.
 - (b) We have sufficient properly equipped laboratories.
 - (c) We have staff, sufficient in both number and training to teach a full four-year course.
2. Plans are being formulated to establish broad research in each of the four divisions of agricultural engineering. These broad projects will be broken down into segments which can be handled by individuals for Doctor and Docent thesis problems.
3. Departmental seminars will be organized.
4. English seminars will be started to aid assistants, and other interested staff, in further understanding of technical terms.

5. Effort will be made to influence the design of and the early construction of an agricultural engineering building.

Other Activities

Special effort was made during the Quarter in obtaining excess property in the form of vehicles, machinery, equipment and tools for both the department and the University as a whole.

Aid was given staff members in obtaining publications needed in teaching and research. Excellent backup was furnished by the Nebraska Coordinator's office and the Nebraska agricultural engineers.

An excellent, but long-overdue, coordinating meeting was held with AID/Ankara. A paper on agricultural engineering at Ataturk University was presented and discussed. A copy is presented below.

ATATURK UNIVERSITY DEVELOPMENTAL REQUIREMENTS AGRICULTURAL ENGINEERING DEPARTMENT

For the development of the country of Turkey, where over seventy per cent of the people are engaged in agriculture, production of food must be increased in both quantity and quality. If the standards of the country as a whole are to be raised, the living conditions of rural people must be improved. Agricultural Engineering is one of the important basic sciences which can help in both sectors.

Irrigation, drainage, machinery, power, housing for both men and animals, and electricity to provide both light and power will all play a major role. Although almost all graduates of agricultural universities, from animal science to home economics are called "agricultural engineers" there is only a small handful of people, trained in basic engineering, who have the specialized knowledge to use it in the solving of agricultural problems. The need for such people in Turkey is tremendous but no University in the country is now prepared to train them.

Ataturk University is the logical place for the development of agricultural engineering training in Turkey. It is the only University in the country with an established department of agricultural engineering which recognizes all the fields of the profession; that is, power and machinery, soil and water conservation, farm structures, and farm electrification. The staff, although small in number, is generally well trained in basic engineering and, most important, the staff members have an excellent concept of the need and relationship between engineering and its application to agricultural problems. The

nucleus is here, but much help and encouragement is necessary if the production of trained agricultural engineers is to meet even minimum demands.

The present staff of the Agricultural Engineering Department is as follows:

<u>No.</u>	<u>Title</u>	<u>Name</u>	<u>Specialization</u>	<u>Foreign Training</u>
1	Doc. Dr.	Ziya Alkan	Farm Structures	B.S. Nebraska
2	Prof.	George Dunkelberg	Visiting Prof.	
3	Doc. Dr.	Hursit Ertugrul	Irrigation	2 Yrs. Nebr.
4	Dr. Asst.	Hamza Dincer	Farm Machinery	2 Yrs. Germany
5	Dr. Asst.	Nevzat Sişman	Farm Structures	1 Yr. Nebraska
6	Dr. Asst.	Battal Kuşan	Power Machinery	In U.S.A.
7	Dr. Asst.	Ali Üzdengiz	Irrigation	3 Yrs. Austria 4 Yrs. U.S.A. (due back now)
8	Asst.	Unal Alici		
9	Asst.	Kazim Tülüclü		
10	Asst.	Tahir Ekmeçyapar		
11	Asst.	Omer Fetullahoglu		

Although Agricultural Engineering is a recognized department in the Faculty of Agriculture, only service courses are now being offered. A major for training badly needed agricultural engineers will be opened as soon as adequate staff, building facilities, and equipped laboratories are available.

Since Ataturk University has an agricultural faculty, but no engineering faculty, all basic engineering courses will have to be taught by the agricultural engineering department. This will necessitate a relatively large staff and facilities in comparison to the number of students that can be accommodated. To accomplish this in the period from 1968 to 1973 will require from 50 to 60 man-years of participant training. The goal of participants should be (in most cases) to obtain degrees in agricultural engineering, and since most of them will be lacking in the basic engineering requirements of United States' universities, from three to five years will be required. A minimum goal for participants should result in the following:

- 1 Ph.D. to be department chairman
- 3 M.S. to be division heads
- 4 B.S. as instructors
- 8-9 with advanced training and B.S. degrees desirable

A more adequate program would furnish:

- 5 Ph.D.
- 8 M.S.
- 8 B.S.
- 5 with some advanced training

Since there is no source in Turkey where people with the minimum training can readily be obtained, the first goal, as given above, would be required if Ataturk University is to inaugurate an undergraduate program in agricultural engineering. However, a graduate program should be started as soon as possible to supply needs for future growth and to prevent the erosion of the undergraduate staff. The more adequate program, as given, would not only furnish the graduate teaching staff but would furnish the basis for vitally needed research and extension.

The participant training, outlined above, can only become possible if an early and effective recruiting policy is followed by Ataturk University. The higher the quality of new men, the quicker they can be trained as participants.

An agricultural engineering building is planned to be started at Ataturk University in 1968. This building must reflect the needs of the major curriculum, particularly in regard to laboratories. Since all basic engineering must be taught in the department, a greater number of laboratories and more extensive laboratories must be provided than would be found in the usual agricultural engineering building in the United States. It will be necessary that qualified representatives of the University consult freely and frequently with the architects. The major course in agricultural engineering should not be started until the necessary laboratories, with equipment, are a reality.

At the present, service courses, research and extension are extremely limited in scope, due not only to the small number of trained staff, but also to the almost complete lack of facilities. There are no laboratories and very little equipment available.

Needed research and extension activities in the agricultural engineering field in Eastern Turkey are almost limitless. Both must become effective as soon as possible. However, the first priority must be placed on the establishment of an effective teaching department. During the staff development period and as staff becomes available, they could be effectively used for the establishment of an effective teaching department. During the staff development period and as staff becomes available, they could be effectively used for the establishment of an effective teaching department. During the staff development period and as staff becomes available, they could be effectively used for the establishment of research and extension.

Teaching of the major curriculum should not begin until a properly trained staff is either on hand or is in sight to be available when needed. In the meantime the staff could further develop research and extension. Service courses in support of other departments in the faculty of agriculture must continue to be carried on.

Continued and increased support from the Arts and Letters Faculty, particularly in the fields of mathematics and physics, must be forthcoming if an agricultural engineering major is to be successful. Engineers will need mathematics through differential equations and physics to include engineering thermodynamics.

To carry out the program in agricultural engineering including staff recruitment, staff development, building and facilities requirements, equipment, development of research and extension, and the implementation of the major curriculum, technical assistance in the form of professors on regular two-year tours will be required.

Throughout the entire time of development of the agricultural engineering department, English language training will play a vital role for the following reasons:

1. Participant training for almost the entire staff must be carried out in the United States.
2. Short-term consultants can only be effective if interpreters, with engineering training, are available.
3. The bulk of books and periodicals are in English.
4. Books, engineering tables, and data must be translated from English and converted to the metric system.
5. Much equipment will have been built in English-speaking countries and maintenance information must be translated.

Equipment and tools needed in the agricultural engineering laboratories should be secured from Turkish sources whenever possible. However, some laboratory test equipment is not available in this country and some costly items will probably have to come from the United States. Provision should be made for supplying these items through the contract. Provision should also be made to fund the translation, printing, and distribution of some engineering books. This is of special importance in engineering because of the wide use that is made of tables. It is estimated that the agricultural engineering laboratories will require \$200,000.00 worth of equipment. It is recommended that \$100,000.00 of this amount be funded in the contract. This amount will be necessary since much of the laboratory equipment will have to come from the United States.

QUARTERLY REPORT
April 1 - June 30, 1967

Retrospect

This quarter could be classified as a period of uncertainty in that there was a possibility that this could have been the final quarter of our work here. Extension for another year will give us a much better chance to complete our assignments. The late spring and an unusual amount of rain also characterized the last three months.

Departmental Activities

1. Ali Üzdengiz returned to the University from successful study at the University of California at Davis.
2. Alton Ersayan resigned from the Department and the University.
3. Ünal Alici completed his course in intensive English and left for the United States. He will study English at Georgetown this summer and proceed to the University of Nebraska for study in the fall semester.
4. Battal Kuşhan received an extension of his participant program at the University of Nebraska where it is hoped he may secure a B.S. degree in agricultural engineering.

Other Activities

1. The State Hydraulic Agency, DSI, is proceeding on the development of water sources for the University. Several wells have been completed and a number of rigs are drilling new wells.
2. Nevzat Şişman, in addition to teaching, has nearly completed the translation of a bulletin on land leveling. Prof. Dunkelberg has completed volume tables to be used as a part of this translation. These tables show both cut and fill for each centimeter through practical ranges of leveling.
3. Ziya Alkan has completed ten chapters of his structures book and had them reproduced in mimeographed form.
4. A number of publications needed by the staff in teaching and research were secured through the cooperation of Mr. Webster and members of the Agricultural Engineering Department at the University of Nebraska.

5. A set of instructional slides was prepared by Ziya Alkan and Prof. Dunkelberg for use in structures classes. These, augmented by the ten copies of Gray's text helped a great deal in conduct of class.

6. Ziya Alkan, Hurşit Ertugrul, Lütfü Ögüs and Prof. Dunkelberg attended a five-day international conference in Istanbul on the Use of Isotope and Radiation Techniques in Soil Physics and Irrigation Studies. These techniques will, no doubt, play an important role in future research at Ataturk University.

7. An effort was made to secure excess U.S. Government heavy equipment for the University but none has been received yet.

8. Several visitors were on the campus and in the Department this quarter, including Jack Rigney of AID and Mr. Rodney Wagner, Acting Director of AID/Turkey.

Personal Activities

1. Participant programs for Ünal Alici, who has already left and for Kazim Tülüclü, who may leave this fall were prepared.

2. Some thirteen U.S. university catalogs were secured, representing both graduate and undergraduate studies, as an aid in developing our own curriculum and in writing participant programs.

3. A detailed list of shop tools and equipment was prepared. As many of these as possible will be secured from excess U.S. sources.

4. A detailed inspection of the print machine was made and a report submitted in an effort to put it in operation. No replacement parts have yet been received.

5. English instruction for three departmental assistants was carried on.

6. Help was given to several Turkish staff members in translating texts and other publications.

7. Attendance and participation in council and staff meetings were carried out.

AGRICULTURAL EXTENSION

Professor Duane E. Loewenstein

QUARTERLY REPORT

January 1 - March 31, 1967

Ataturk University matriculated its first class of 123 students in the fall of 1958. At present over 1,700 students are enrolled. In addition the University has become active in research and extension in the Faculties of Agriculture and Medicine. Agricultural Extension has been supported for two and three-fourths years under the USAID/University of Nebraska contract through the efforts of two different U. S. professional staff members. The dynamic work of Professor Ted Doane during his tour of duty is still being felt. Much of the progress possible now results from his earlier efforts and accomplishments.

Teaching Assignment

All of the 59 students enrolled in Ziraat 101, Extension Methods and Procedures, completed the course the end of January. Only two students whose average grades were below 50 failed the course. The class average was 6.18 (61.8%) as compared to 6.28 (62.8%) for the semester which ended in July 1966.

Considerable effort is being placed in creating a desire among the 92 students enrolled this semester to obtain higher grades. To assist in developing this desire and means for attaining higher grades. To assist in developing this desire and means for attaining higher grades, three lessons were prepared and given to the students at the beginning of the new semester, dealing with How To Take Notes and How To Study for Examinations. These lessons were prepared after consulting with the Dean of Agriculture and the Extension Director. The students' major response to these lessons was, "Why didn't we get this information when we were first-year students?" These materials are being mimeographed by the Student Union organization. It is felt other students will learn about them and secure copies.

The course content of Ziraat 101 was revised. Translations are underway. The lessons will be mimeographed and distributed to the students in loose-leaf form. The goal for next fall is to have a complete set of lessons to distribute to each registered student at the beginning of the course. Course work will be greatly facilitated and improved when each student has what constitutes a textbook.

Dr. Assistants Birsen Ipek and Neriman Görgünay, Home Economics staff members, are serving as interpreters and graders for Ziraat 101 this semester.

Dr. Assistant Neriman Görgünay is teaching a course entitled Textiles and Clothing to over 50 boys this semester. Considerable assistance is being provided in locating resources and organizing the information and visual aids for class presentation. A course of this nature can be beneficial to Turkish boys. Their interest in textiles and clothing is surprisingly high and appears to be genuine.

Extension Program

A protocol was developed in 1966 and signed in 1967 providing for cooperation and coordination of both research and extension efforts of the Ministry of Agriculture and Ataturk University in Eastern Turkey.

The University Extension Committee composition was revised early in January. Instead of only Agriculture, the three faculties have representation. Staff members of ten departments have been named to coordinate extension efforts in their respective areas. An executive committee of eight members has been named. Membership represents the three faculties, Agriculture Research, University Farm, and the Ministry of Agriculture Extension Service.

A series of twelve radio programs pertaining to agricultural subject matter and Ataturk University activities was developed and presented during this report period.

USIS-loaned films to the University are used more frequently and distributed over a more extensive geographic area than ever before. The Ziraat Faculty Idare Müdürlüğü is presently in charge of film loans and performs the necessary record keeping. Other arrangements may have to be made for this service because of the extent of work involved. Arrangements have been made with USIS for the loan of several additional films.

A training session for Ministry of Agriculture Extension workers in Eastern Turkey is scheduled for May 4-6. Eight hours of formal presentation and discussion are being prepared in these four areas: (1) the process of extension teaching, and learning by villagers, (2) the role of the extension agent, (3) the adoption process and (4) developing leadership among village farmers. The information for these sessions is being translated and mimeographed for distribution to the participants and other interested personnel. Visuals to facilitate the presentations will be developed also.

Several new agricultural research programs with extension involvement were planned this quarter and will be implemented later in

1967. An extensive livestock improvement project with the cooperation of Provincial Extension leaders will organize a Breed Improvement Association among selected villages of four Eastern Turkey provinces to help with livestock management and marketing problems. In cooperation with the Ministry of Agriculture, Ataturk University Plant Science researchers are planning to embark upon a wheat improvement program. A disease-free seed potato research institute is in the planning stage. The Ministry of Agriculture would provide the materials, personnel, and equipment to conduct this work cooperatively with Plant Science researchers.

Demonstration field plots are planned for vegetables, fruit trees, and flowers again in 1967. The distribution of vegetable and flower seeds to villagers will be continued this fall.

One candidate for Assistant in Extension was recruited. There are cadre positions for two new Extension Assistants for 1967.

The Home Economics 1967 Extension Plan of Work was developed and includes plans for the writing of several simple illustrated circulars in nutrition and clothing for distribution to village homemakers.

Some audio visual equipment was received, additional pieces ordered, and more is included in the Turkish Lira budget for purchase this year. The development of an audio visual center for extension and instructional use is progressing.

One all-day Extension meeting was participated in at Dadaş Village. Ministry of Agriculture Province Extension Specialists and University Agricultural Faculty staff members presented agricultural subject matter to the 200 men and boys who attended. Several U. S. films with sound tracks in Turkish were shown during the meeting. These subjects dealt with soil and water conservation and improvement of farming methods through cooperative efforts of farmers and the Extension Service. As a result of this meeting, the Dadaş Village Muhtar, Fuat Çiftçioglu, has asked for continued assistance in improved farming techniques.

Research and Studies

The research proposal and questionnaire developed last quarter was reviewed and the questionnaire pretested this quarter. Due to winter road conditions no attempt was made to gather the data. This will be done during May and June.

Considerable exploration was completed in preparation for developing a second research proposal.

Related Activities

Participation in the AID/Ankara-University of Nebraska Group conference March 22-24 necessitated the development of a report regarding the Ataturk University Extension situation--progress, attitudes, problems, short- and long-term goals.

An initial investigation of the possibility of developing an undergraduate teaching Department of Agricultural Extension and Vocational Agriculture was made late in March. The purpose for such a department would be to develop better-qualified and much-needed personnel in these two areas. Mr. Marvin Cernik of the AID/Ankara Education Division is interested in seeing what might be developed in these respects in order to meet some pressing needs in Turkey.

Eight Ziraat Faculty Professors' council meetings were attended. It is interesting to note the improved and increased working relationships between this faculty group and the Ministry of Agriculture for research and extension purposes. One additional example is the request of the Ministry and the apparent approval of the University for a Home Economics Training Institute to be built and cooperatively operated on this campus near the site of the new rug factory.

Ziraat Faculty members, offices, classrooms, and laboratories were moved from the Chemistry to the new Agricultural complex the last two weeks of February. It is apparent extra efforts are directed toward keeping these new buildings and grounds clean and neat. The classrooms are greatly improved and facilitate teaching. Acoustics and equipment are better; but no means of sufficiently darkening most of the classrooms for use of visuals has been provided as yet.

A major part of two weeks in February was devoted to acting for the Chief of Party during his absence from Ataturk University.

Counsel and assistance were provided to seven Turkish staff members in their pursuit of advanced degrees and in their regularly assigned staff duties.

The slide pictures taken during the last quarter by the AID/Ankara photographer were received and initial steps were taken to develop sets for Ataturk University.

QUARTERLY REPORT
April 1 - June 30, 1967

Teaching Assignment

The 93 students enrolled in Ziraat 101, Extension Methods and Procedures, completed the course June 29. All lesson information was translated, mimeographed and distributed to the students in loose-leaf form. After the first few classes in the semester, the students received this information before the class lectures and discussions. This system greatly facilitated teaching. More information deemed pertinent to the subject could be covered and the class periods could be devoted more to presentations of examples and situations which would emphasize the principles and factual information. It is felt the students learned more and were much more interested in the subject matter.

Dr. Assistant Birsen Ipek of the Home Economics staff served as interpreter and grader for the course.

Extension Program

A seminar for 25 Eastern Turkey Province Extension workers was conducted May 4-6. Much of the responsibility for the subject matter was assumed. Five presentations were prepared on topics pertaining to Extension Teaching-Learning, the Adoption Process, the Communications Process, the Selection and Use of Teaching Methods, and the Role of the Change Agent. Doç. Dr. Ali Iştar served as coordinator of the seminar. We received much local cooperation from our local Extension Province Director and from Ahmet Elgin of the Ministry of Agriculture. We worked out what proved to be a very effective team approach. The seminar was of special interest to Acting Rector Ali Ertugrul who opened the first session and remained for the presentations that morning. The Minister of Agriculture expressed his personal appreciation for the seminar to each team member.

Consultations were conducted with Prof. Dr. Kemal Biyikoglu frequently regarding the Eastern Turkey Livestock Improvement Project currently underway. Through the Turkish Lira Trust Fund 81 bulls were purchased for this project. Eight bulls were used this season; the others will be mature enough for use next year.

Ten screens were obtained for use with the ten overhead projectors for use in teaching and Extension activities. An off-set printing press was included in the 1968 Special Project Fund Budget. The machine would be assigned to the Extension Institute but available on a job basis for the entire University. Such equipment could serve as a nucleus for much extension work. Villagers need and want information on improved farm and home practices. Staff members will be

more willing to take the time to write necessary and timely information when they know their efforts will be rewarded by the printing of their works.

Related Activities

One week was spent in Ankara with Prof. Dr. Ibrahim Aksöz and Doçent Dr. Ahmet Kurt. We received an orientation as to the purposes and operations of the Trust Fund. Mr. Ragnar Arnesen of AID/Ankara was extremely helpful in this respect. Working relationships were established with Mr. Doyle Casey, Nebraska Group Coordinator. Several commodities were secured for Ataturk University from the 1967 Trust Fund.

On June 16, Prof. Dr. Ibrahim Aksöz was named by the Acting Rector to serve as Project Coordinator for the 1968 Turkish Lira Special Project Fund.

Work Associated with Chief of Party

Nearly six weeks were devoted to Acting for Prof. D. G. Hanway during his absence for vacation, business, and temporary duty in Ankara preceding his departure. An additional three and one-half weeks were spent working closely with the Chief of Party prior to his departure for temporary duty. The nature of work included assistance in day-to-day operations, completing Participants' Work Programs, initiating clearance and paper work for Participant extensions of study time in the USA, making arrangements for the arrival of two new Nebraska Group couples, the Turkish Lira Budget for 1968--both the Trust Funds and Special Project Funds, and the interests of several visiting-working AID/Ankara personnel and other dignitaries.

CHEMISTRY DEPARTMENT

Professor Amel L. Bresson

QUARTERLY REPORT

January 1 - March 31, 1967

The Chemistry I classes of the fall semester had a total enrollment of 183 students. Of this number, 68 failed. Make-up exams were given on March 4th and still 55 failed. Therefore, with make-up exams, 128 of the 183 students were allowed to register for Chemistry II. This second semester's classes have an enrollment of 155 students. Thus, 27 other failures were reregistered. The Chemistry I class this second semester contains 56 students. There were 42 students out of 56 who passed Chemistry 51, Organic. There are 24 enrolled in Chemistry 52, Analytical. There are 96 students registered in Chemistry 101, Biochemistry, handled by this department head.

Word has been received from Nebraska concerning Sara Beygu. Her grades have bettered, especially in Biochemistry and she will, or probably has by now, started in her research. She is not expected to return until some time in 1968 or later.

Word has also been received from North Carolina concerning Attila Yildiz. No grades were enclosed. Research is progressing though slower than expected. Attila is not expected to return now before 1968 or later.

The development of the chemistry department is progressing steadily with the assistants continuing their English training program. Dr. Nail Senozan, the Ph.D. in Physical Chemistry and now attached to the 3rd Army, Erzurum, arrived on March 30, 1967. Conferences with Dr. Senozan have been made and the entire administration to secure Dr. Senozan's services here at the University. The matter has been turned over to the Turkish University administration.

The Nebraska Team University Professors left for AID Ankara on March 19 for a week of conferences on the Nebraska contract. The recommendations presented were as follows:

1. Considering the disturbances, antagonisms built, and the release of the Rector, it is the recommendation of this department head that all references to the New Law be forgotten until the Turkish people, themselves, modify or even revive it. Since the start of the 1967 year, tensions have lessened, more cooperation exists, and according to reports, some real progress is now in sight.

2. All new Nebraska contract personnel, in coming to Ataturk University, should visit not only the Ministers of Education but

their individual departments at Istanbul, Ankara, and METU Universities. It is an act of courtesy to do this upon arrival, let alone the contacts that can be made and the cooperation shown. Ataturk University personnel cannot expect Doçent degrees to be granted with any of the above schools' academic personnel sitting in the juries unless cooperation and friendship are given them.

3. Interpreters and translators are necessary upon an American's arrival at the University. This department head's progress has been greatly hampered because of this lack. Yet, one biochemistry text has been compiled, translated, and put in the hands of the students for two semesters. Four other chemistry texts are also ready to be put out on translation contract just as soon as the American Administration can furnish said contracts. One of the basics for any school is that textbooks be gotten into the hands of the students. The old custom of copy and memorize is so outdated and impractical that it is ancient. Textbooks should have been the plan of the Nebraska Group at the start. A student does not then need to copy all lecture material and can refer to any referred point at will.

4. English training should and must be a longer-range program than now exists. No sooner are assistants trained than they are sent as participants and a new start in staffing is necessary. English ability is really low, as seen from the latest testing results.

5. A full Master's degree program is impractical at the University at the present time and, at present, the M.S. degree is worthless here in Turkey except as a step in between ranks. However, some graduate courses should be taught to the assistants, especially, not only to raise their level of ability but to prepare them for what to expect when participation in a foreign school is made. In chemistry, emphasis should be made on the American Chemical Societies' testing program to determine ability to do graduate work. This may be the only field where such examinations are given, but almost all chemistry departments of United States universities give such exams and they represent an important criterion as to those fields of chemistry in which the applicant is deficient.

6. Do not discount a Turkish Doctorate program by any means, regardless of who advises "No." Had this department head waited for anything or anyone, then Asst. Rifat Danisman would not be coming up for his Doctorate Degree and would not have made one publication already that has been given high credit not only by the Ministry of Education but the Turkish Army as well. The obtaining of a Doctorate not only increases ability, along with formal training, but allows more time to assimilate a foreign language.

7. Do not discount participant training in the States after the Doctorate program here is complete. The formal training is necessary and highly beneficial, the contacts important and practical,

the Master's degree good but worthless in Turkey, but the research advantages are tremendous. Enough ideas and research can be done in one year beyond the Turkish Doctorate program to take one clear through the professor rank.

QUARTERLY REPORT
March 1 - June 30, 1967

The start of this quarter saw the registration for the second semester of the 1966-67 academic year. Registration was started March 12 but few students registered at this time, prolonging such registration until well along to the end of March.

Chemistry I was offered this second semester for the first time in the history of Turkey for all first semester students who failed course one the first semester. The Chemistry 2 course along with Chemistry 52 (analytical) and Chemistry 101 (biochemistry) were offered on the registration program.

1. Knowing the translator problems of the Chemistry Department of this last academic year, plans for a translator for the biochemistry course for the 1967 academic year were started as early as December of 1966. On December 12, 1966 I received Dr. Nail Senozan's application to complement the staff of the Chemistry Department and be interpreter for the biochemistry course. I wrote him immediately on December 12 and again on December 20 requesting that he make application to his commanding officer to transfer to Erzurum. Dr. Senozan arrived in Erzurum on March 30, 1967.

2. Besides my letter of December 22, 1966 to Dr. Karataş, Fen-Edebiyat Dekan (Arts and Science Dean), I also wrote a letter on March 29, 1967 to Dekan Karataş on the ways that Dr. Senozan could complement the chemistry staff and help in the department. But then, Dekan Karataş was gone during the month of April and part of the first of May. During April I contacted Dekan Ergene four times in an attempt to obtain a translator. I also saw Acting Dekan and Acting Rector, Dr. Suavi Yalvac three times to obtain an interpreter and give an intensive Biochemistry course.

3. In the meantime, registration was taking place and, in the course of better than two weeks, 91 loose-leaf texts in Biochemistry were checked out, with double signatures, to the students. Classes started meeting the middle of March with successive attendances of 5, 8, 11, 16, 24, and 30 students, etc. Student interpreters were used but the students refused to interpret for fear their friends would not speak to them. One second-year student could have done the job very well but the same applied to him. Foreign languages were used, lectures were given in English and also with equations only, but the

students wanted a good interpreter or no Biochemistry at all. And so, the course was progressively dropped. No examinations were given.

Dr. Nail Senozan's status with the University is still unknown. Three weeks ago, the obtaining of this well-qualified Chemistry man was turned over to the Acting Rector and General Secretary to see what they could do to obtain him. To date, Dr. Senozan has still not been added to the Chemistry staff. It is hoped that by September this may be accomplished.

The work on the translation for publication of American chemistry texts is progressing very well. This project is under AID recommendation and sponsorship as part of the Nebraska contract. At the present time only one Turkish translation of an American text has been made and that was some years ago. But only a literal word-for-word translation was made with no correlation of the thought behind the sentence, paragraph, chapter or subject emphasis and line of thought. These translations are now being made and checked for thought and idea projection by the Chemistry staff here at Ataturk University and are being rechecked by Dr. Nail Senozan, who is familiar with all texts.

The college chemistry text by Bruce H. Mahan of the University of California, Berkeley Campus, 1966 edition, will, according to the Chemistry staff here, do more to upgrade the level of teaching chemistry in Turkey where only Turkish is spoken than probably any other one thing. The staff is really enthused about this text translation and it is hoped that publication can be made this next academic year. If all chemistry texts are published in Turkish, Ataturk University will have more up-to-date chemistry texts than all of the other universities of Turkey. It is hoped that other universities will use these texts also and upgrade the level of chemistry teaching all over Turkey.

Word has just been received that Sara Beygu (Farber) has now left Nebraska University and is on her way home to Turkey and Ataturk University. She will complement the Chemistry staff a great deal.

In the meantime, staff development is progressing daily. On July 12, assistant examinations will be given to at least four new applicants. The assistants have, after training, nicely taken over many of the teaching duties of the department. Their acceptance to spread their interest to all fields of chemistry, both teaching and graduate work, is remarkable. Tahsin Uyar took over, after training, the repeat chemistry class and performed his duties admirably. Husayin Avcibaşı assisted Rifat Danisman in Chemistry 52 (analytical) and is translating an analytical text into Turkish to further prepare himself for the 1967-68 academic year.

Rifat Danisman completed his doctorate program in chemistry on June 27. He had taken his English qualifying examination in May and passed it very successfully. Dr. Haldren Teran from Istanbul

Technical University served as the second member of the examining committee, along with Dr. Saban Karataş and this department head. As director of this research program, I served as chairman of the committee and headed the oral exam. A well-rounded oral examination and defense of thesis was conducted and it was the opinion of the committee that the examination was very good. Therefore, Dr. Rifat Danişman has completed the first research program in Chemistry and he will be an asset to this Chemistry Department. Through our correspondence, Dr. Danişman has been admitted for study, research, and laboratory studies at both the Colorado and Wyoming units of the United States Food and Drug Administration. Besides working in this field, he will have contact with five universities, two Bureaus of Mines, two research centers and a coal research institute. He will be sent to this area for further study and research by the Turkish Army as soon as he can obtain full proficiency in English.

The doctorate program of Asst. Orhan Yavus is progressing well also. He is now doing a literature search on "The Effects of Trace Elements on the Spectra of the Alkali and Alkaline Earth Metals." Nineteen reprints of articles appearing in foreign periodicals have been obtained for him as well as eight texts on this subject. These texts, along with many others, will complement the graduate research library of the department. A future report on this project will be forthcoming. With the securing of a spectrophotometer, Orhan's research will be in full swing. With the obtaining of Dr. Senozan, a graduate course in Advanced Physical Chemistry and Quantum Mechanics will be offered to all the Chemistry staff.

A Chemistry 101 (biochemistry) make-up examination was given to ten students, who were given additional study and training by this lecturer, and all passed with grades of from 5 to 8.

The translation of the latest chemistry texts by the Chemistry staff is progressing well. This department head is coordinator for this project. To date, 280 pages of five texts have been translated and checked, and about 200 pages have been typed with five copies each. Summer, providing this project is given the freedom needed it, will probably find the project well under way. A complete list of translations will be given in the next quarterly report.

PLANT SCIENCE DEPARTMENT

Professor James G. Ross

QUARTERLY REPORT January 1 - March 31, 1967

This report marks the first year of my tenure at Ataturk University. During this time I have found my role as an advisor best performed as an activist. In the various functions which I have undertaken every effort has been made to work with a counterpart to assure continuity so the programs will not be lost. My experiences, evaluations, and recommendations in the areas of teaching, research, extension, and administration at Ataturk University are given below.

I. Teaching

A. Undergraduate

Experience

A course in Cereal Crop Production (spring semester, 1966) was given upon arrival at Ataturk University beginning March 1, 1966.

Evaluation

1. No text nor reference material was available in Turkish. Sixty-five percent of the books in the library are in English.

2. The students could not understand English and the translator was not in command of good enough English to make the ideas easily transferable.

Recommendations

In order for the world of science to be opened to the students it will be necessary to either undertake a massive translation program or to teach the students English in the first year of University if they cannot already pass a qualifying examination.

B. Graduate

Experience

A graduate course is being given in Cytology and Cytogenetics in the form of a seminar. Attendance has varied from 8 to 14. No credit is given so the course is entirely on an information basis. Since the assistants do not know English, an interpreter is necessary. The Nebraska Group interpreter has been very cooperative with his time

and in his efforts to understand the subject, but with no background in the science, progress has been very slow. It has been found that without credit, the rigors of laboratory discipline cannot be taught.

Evaluation

A graduate program must be organized if an effectual course is to be taught. An interpreter adequate for the discipline must be provided if the assistants are to receive proper instruction. Under the present situation the teaching of graduate subjects is most unsatisfactory.

Recommendations

1. A graduate program should be accepted and the assistants be required to complete requirements of courses and a thesis for a degree.

2. In order for the University to make real progress in science the whole undergraduate curriculum and the graduate as well should be taught in English. Failing this the students should have sufficient qualifications in English to be made responsible for reading English reference material and textbooks.

3. The library should be stocked with periodicals and reference materials in the disciplines chosen for graduate study.

II. Research

Experience

1. Extensive field experiments were planted in the field in 1966. These were supervised and the data taken with the help of Ahmet Akyürek in the Plant Science Department.

2. Planning and execution of an experiment on minor element deficiency were completed in the field with Dr. Assistant Naimi Oruç. The data was compiled and a report made to the Research Institute.

3. Planning of various projects with assistants in the Plant and Soils Departments has been made. These projects have been directed in most instances towards the Doctor Degree.

Evaluation

1. Experiments carried out in the field under the directorship of Dr. F. Tosun have been well planned and executed. Too often field experiments have been neglected in favor of laboratory experiments which do not have direct relationship to the problems of production.

2. A very definite and well-planned assault on production problems is being undertaken in the University Research Farm area, as has been outlined in the accompanying progress report. The potentiality for production in Eastern Turkey is emphasized by the high yields that are possible when a complete program is followed.

3. There is a great necessity for definition of objectives from the standpoint of the overall agricultural weaknesses in the Nation and particularly in Eastern Turkey. It would appear that sights have not been set on certain attainable goals, but that rather general ill-defined viewpoints have been accepted.

4. Coordination between departments is definitely discouraged by the system of tying degrees to promotion. The necessity for individual work before it can be accepted for a thesis is not compatible with the necessity of attacking problems on a broad front. Team work between scientists from different disciplines is most necessary in solving the complex production problems inherent within Turkey's agriculture.

Recommendations

1. A coordinated effort should be made by all the departments to contribute to an overall definition of the research objectives with which the agriculture research scientists could be involved. Leadership in agriculture should come from the Dean and the Research Director. A series of seminars and open discussions followed by the formation of a committee to crystallize ideas and report back to the Agricultural Faculty should be undertaken. Energetic leadership on the part of the administration is necessary to get an action program underway. This activation is related to administrative reform.

2. Integration of projects according to objectives should be achieved. This would give implementation towards the goals set up through effective leadership at the administrative level.

3. Cooperative projects could be achieved between departments by having advisors attached to a project so their expertise would be available to the project leader. This is now being done.

4. It is recommended that projects be selected on the basis of needs for Turkey rather than for achievement of degrees. For this purpose merit rather than the individualistic achieving of degrees should be used as a basis of promotion.

III. Extension

Experience

Through contacts made by Rector Okyar and transmitted by Dr. Bresson of the Chemistry Department a request was received for help in raising production under dry land conditions at Taze Göl, a

village approximately 20 km. to the west of Erzurum. An experiment was devised to give comparisons between the local strain of wheat and a selected variety at different levels of nitrogen and phosphorous. Dr. Nazmi Oruç cooperated in the planning and execution of this demonstration.

Evaluation

In order to demonstrate how to raise yields it is necessary to provide a whole program of moisture conserving summer fallow practice, proper time of seeding, use of deep furrow drills and fertilizer as well as improved varieties. This was not achieved by the type of demonstration that was attempted. A more comprehensive effort involving an educational program aimed first at the extension people must be made.

Recommendations

1. Demonstration types of research of this nature should be undertaken in cooperation with the local extension personnel and with the proper equipment for seeding (deep furrow drill) and fertilizer application. Correlation of results should be made with soil test data taken in conjunction with the fertilizer application. A machine for this purpose now sent from America will be available for use this season.

2. Short courses for extension personnel from the Ministry of Agriculture should be instituted as the background of information relative to the necessary factors to ensure maximum production defined. This will allow the most rapid dissemination of research information.

3. The University Extension Director should act as a means of disseminating information to the Ministry of Agriculture Extension rather than attempting to set up a competing service in extension of research results directly to the people.

IV. Administration

Experience

1. As a member of the Professors' Council an insight has been afforded concerning the functions and constitution of this body. It has recently been enlarged by the formation of chairs which divide larger departments into divisions containing one or two individuals. As an executive committee it, consequently, has become somewhat unwieldy.

This body deals with routine administrative matters which could be dealt with expeditiously by the Dean on the basis of the merits of the case rather than according to local political considerations.

2. The positions of the Director of Research and Director of Extension are not related administratively to the Dean or even not directly to the Rector as far as one is able to discern.

3. It is observed that the system of tying promotion to degrees is quite ineffective from the standpoint of organizing research towards an objective. Service to the institution and to the Nation is too often disregarded in favor of "scholarship" of a noncompetitive nature. Involved also within the system is a tendency to build an establishment which resists any change which would be apt to challenge the position achieved. Vested interests have been built up which make any movement for reform within the institution impossible.

Evaluation

1. The Professors' Council is ineffective in providing a vital stimulation towards the development of the University's function.

2. No place has been provided for the effective functioning of the Research Institute and Extension arm of the University. Appreciation for the potential of research in relationship to the agricultural economy of the nation needs to be strengthened.

3. There appears to be little effort or possibility to reward merit, or service. The intelligent and hard-working individual is quite often discouraged by the system.

4. Under a continuation of the present system excellent people are being discouraged. If they were to leave, the prospects for establishment of a type of University necessary for Turkey's development will be greatly lessened.

5. There is not sufficient autonomy within the institution at present so that essential positions can readily be filled. Permission is necessary from the Ministry of Education where there often is not sufficient appreciation of the nature of a service-type educational institution such as Ataturk University was originally to become.

Recommendations

1. The Professors' Council should be used for policy making, discussion of objectives and defining of roles of the University and not for administration.

2. The Director of Research and of Extension should have equal status with the Deans in the University and their administrative positions be defined by law if necessary.

3. A graduate program should be installed with courses and the system of promotion should be divorced entirely from degree attainment except as the attainment of a degree indicates merit.

4. Promotion should be on the basis of service to the Institution and to the welfare of the Nation.

5. Positions should be filled on the basis of need as determined by the administration.

6. A closer association with the agricultural sector of the economy could be achieved by a system of research grants administered through the Ministry of Agriculture. This same relationship could be fostered with other sectors by a similar system of grants through the appropriate ministry.

V. Conclusion

In order for the Nebraska Group of Professors to give the kind of lasting help that will lend to the development of the Turkish economy and culture, a decision at the highest government levels must be made which will result in the reform of administration and the system of promotion within Ataturk University. This is not to say that some progress cannot be made under the existing structure, but the challenge that the nation faces does not allow the luxury of an institution of higher learning which is not sensitive to the needs of the economy. In order for food and fiber to be made adequate for a burgeoning population, there must be an integration with the economy of not only the research and teaching at the University, but also, the extension of technical knowledge to the rural and urban populations.

QUARTERLY REPORT April 1 - June 30, 1967

The 1966 season demonstrated that with irrigation and proper cultural methods, including fertilizer application, and high yielding varieties, yields of field crops could be increased four-to fivefold over what is now being realized under commercial production. The ample precipitation in the 1967 season demonstrates what could be realized under dry land culture when moisture is optimum, if proper attention to all factors affecting production were to be given. Unfortunately, the farmers' fields do not reflect the high production that should be possible since the supply of plant nutrients is so low. The lack of disease, in spite of the ideal growing weather, is of particular interest.

The mildness of the winter in this region is also surprising. If these last two winters are somewhat typical, the need for an extreme degree of winter hardiness for winter small grains has been much exaggerated. On the basis of the reaction of the varieties of barley in the World Collection, it would appear that approximately the same degree of winter hardiness as is necessary in Pennsylvania would be sufficient in this region.

These observations open the way for testing of high yielding materials in the small grains which do not have extreme winter hardness but which do have high potential for yield. High yielding genotypes can also be easily selected since there is not the necessity for sacrificing yield potential for disease resistance. According to present observations disease does not appear to affect yield of small grains in the Erzurum valley.

According to the results obtained during the last four years it would appear that production of field corn would be profitable in Erzurum valley. The hybrid Michigan 202 has consistently ripened under these conditions. Accordingly, the necessary inbreds have been obtained and isolations set up for the production of single and double crosses this year. The weather this season, however, is more cool and wet than normal and not suited to corn culture. Under these conditions the reaction of the most cold resistant corn varieties available in Canada are being tested. These may have potential in the high mountain valleys even higher than Erzurum.

Since sweet corn is accepted and relished by the consumer in Turkey, the possibility of making a hybrid sweet corn under conditions here is being investigated. Inbred lines obtained from South Dakota have been planted and are being crossed and selfed this summer.

The abnormally cool season this summer will also prevent the ideal development of sorghum varieties sown in a test this spring. It is feared that there will not be sufficient units of heat to allow many of even the most cold-resistant varieties to mature.

In addition to adaptation tests of winter varieties of wheat from the midwestern area in the United States and the western part of Turkey, and the World Collection of winter barley, a yield test of spring oats was established. Sufficiently winter hardy oats are not available for this region and at present this species is not grown. There is the possibility that a high-yielding spring variety might be useful under irrigation.

Extensive collections of plant specimens for herbarium use have been made this spring. The purpose, besides providing a collection for student and staff use here at Ataturk University, is to investigate the forage potential of the native vegetation.

Two trips have been made to augment these collections and to study the agricultural potential of the regions in Eastern Turkey. The possible utilization of new techniques and crop varieties was estimated for these areas. Preliminary appraisal of opportunities for testing of techniques and varieties now available at Ataturk University was made at the State Farms visited. Tentative plans were set up for establishing fertilizer and variety tests this fall at these locations.

In conjunction with Assistant Ahmet Akyürek of the Plant Science Department and Assistant Dr. Nazmi Oruç in the Soils Department, various field experiments in the nature of testing the yield potential of varieties of small grain and corn under irrigation and dryland in the Erzurum valley have been planned and are now underway. Among these are an experiment to compare moisture conservation under modern and traditional summer fallow methods, and an experiment to measure the effect of zinc in correcting deficiency symptoms in corn, wheat, field beans and potatoes, and population and fertility studies in corn.*

Through field trips and other contacts an effort is being made to ascertain the problems the village people have to face. A wheat fertilizer yield demonstration is being made at Taze Gul, a village 50 km. from Erzurum. Increased growth has been noted where nitrogen and phosphorous have been applied together. The almost universal response of crop plants to phosphorous has been noted. This implies the lack of this element in the soil parental materials. Sweet and field corn and tomatoes have been distributed in an effort to interest these village people in the production of garden vegetables. Ahmet Akyurek and Dr. Oruç have cooperated in these efforts.

In addition to the informal teaching involved in the consultation with assistants and other staff members, aid to young assistants in the Plant Science Department in learning English has been continued by preparation of tapes, drill and reading assignments.

* These reports are available upon request.

END-OF-TOUR REPORT

D. G. HANWAY

ATATURK UNIVERSITY AN EXPERIMENT IN INSTITUTION BUILDING TO SERVE EASTERN TURKEY

INTRODUCTION

Ataturk University was originally envisioned as becoming a large public-supported institution with 10,000 or more undergraduate students, an active research program in each Faculty, and an extension or continuing (adult) education program to support the rapid development of eastern Turkey. Its success will be judged on the productivity of its programs--(1) the number and quality of its graduates from the teaching program who are in subject matter areas where trained manpower is needed, (2) the applicability and value of its research to meeting problems that are basic to development in eastern Turkey, and (3) the extent to which its extension program can encourage and guide improvements that make the area more productive economically and provide a higher standard of living, improved health, and a better life for its people.

The following are characteristics of Ataturk University now and will be enhanced in the future:

1. Large and complex organization
2. A growing, changing staff
3. An extensive physical plant
4. Continuously changing programs to serve needs in a rapidly changing national economy

OBJECTIVES OF THE REPORT

The objectives of this report are:

1. To describe the present status of development of Ataturk University.
2. To mention in retrospect certain decisions, actions, and developments bearing on its present and future development.
3. To analyze some aspects of the University and consider means for increasing its effectiveness as a public institution.

DEVELOPMENT OF ATATURK UNIVERSITY

Proposed Role:

Pointing to the need for cultural and economic development in eastern Turkey, Ataturk proposed the establishment of a university in

the East to the Grand National Assembly in 1937 and 1938 that would effect improvements in the area. Turkish study groups made surveys in the region. In 1954 the Ministry of Education requested aid from the United States FOA Mission to Turkey for setting up Ataturk University as a center to have "a direct bearing on the improvement of living conditions and to help to rehabilitate this area". This request indicated that Ataturk University should be similar to American institutions in general role.

The University of Nebraska was contacted concerning its interest in helping establish the new Ataturk University in 1954. The report of the initial survey team was favorable, and a contract was signed to undertake such an assistance program in 1955. The University of Nebraska has been continuously involved since that time. Through the entire period the goal of the American assistance effort has been to guide the development of the institution so it could play an effective service role in the development of eastern Turkey.

To carry out its proposed role Faculties of Agriculture, of Engineering and Architecture, of Science, and of Letters with teaching, research, and extension functions were considered desirable in early discussions.

Initial Period of Establishment:

A Turkish-American group was established in 1955 to make preparations for the new university. By 1957 decisions had been made for locating the university at Erzurum, for the elements to be included in its initial program, and for plans for developing the physical plant and staff. The University of Ataturk Act (No. 6990) was passed on May 31 and went into effect June 6, 1957.

The passage of Law No. 6990 made possible the acquisition of 10,000 acres of land at Erzurum for the University campus and farm and 3,000 acres at Elazig for a secondary operational location. Construction was started on classroom-laboratory buildings and housing for staff and students. Classes started in temporary quarters in the city of Erzurum in the fall of 1958 with 123 students enrolled.

Initially two Faculties were established: (1) Agriculture and (2) Science and Letters. In the Faculty of Agriculture the following Departments were established: Agricultural Economics, Agricultural Engineering, Animal Science, Plant Science, and Soil Science. In the Faculty of Science and Letters four Departments of Language and Literature were established in 1958. They were (1) Turkish, (2) English, (3) French, and (4) German.

Present Status:

Teaching Program

Enrollment in 1966-67 is about 800 students in the Faculty of Agriculture, the same in Science and Letters, and 75 in Medicine which was established as a Faculty in 1966. Medicine depends on the Hacettepe Medical Center in Ankara for pre-medical training of students. This will be given at Ataturk University when adequate capability is developed.

In Agriculture the majors offered are still Agricultural Economics, Animal Science, General Agriculture, Plant Science, and Soil Science. In the Faculty of Science and Letters, majors in Economics and Business and in Social Science have been added to the four majors in Language and Literature.

Not counting those at the close of the 1967-68 year Ataturk University has graduated 588 students, 515 in Agriculture and 73 in Science and Letters. This shows the great predominance of enrollment in Agriculture the first few years. This no longer exists. Nearly all graduates from Agriculture have been employed by some federal agency. The graduates from Science and Letters have mostly been employed as teachers.

Research Program

A Research Institute has been established in the Faculty of Agriculture. Projects have been developed in each Department. As yet most projects are of short-term duration and directed to providing data to meet thesis requirements for degrees rather than representing a carefully considered longer range approach to the agricultural problems of the area.

In the Animal Science area breeding herds of Brown Swiss and native Eastern Red cattle and of Merino and native Black Karaman sheep have been established. Some bulls and rams have been sold for upgrading village herds. Many thousands of baby chicks of selected breeds have been distributed, but management practices have not been adequate to control pullorum and other diseases. A substantial investment has been made in a dairy processing plant, but it is as yet unused except for a brief period of making yogurt and soft cheese. Installation of bottling equipment in 1967 should result in continuous production of pasteurized milk for markets in Erzurum.

From seed production fields quantities of improved small grain and forage seeds have been distributed. Some vegetable seeds and fruit trees have also been distributed and have had local impact on garden production in some villages.

The field plot program in the Plant Science department has been expanding in size in field, forage, and horticultural crops. Land leveling, irrigation, and increased uses of fertilizer on the University Farm are resulting in improved experimentation and demonstrating some of the great production potential that exists in valleys of eastern Turkey. Lack of well trained researchers operating in a framework of long range objectives to meet definite needs in the region means that future continuity and productivity of the program is not yet assured.

Extension Program

A regulation to establish an Extension Institute on a university-wide basis was approved by Ataturk University in early 1966. The first Director was elected to the National Senate after serving less than six months. The second Director has served most of a year. Because of the demands of the teaching program and work on personal staff advancement, very little staff time is available for extension work. Even the Director has continued carrying a heavy load of teaching and supervision of horticultural research. Thus, the extension capability of staff at Ataturk University is very small. The present Director has been granted an 18-month leave starting in September to study in Europe toward his Professorship.

Staff Development:

Production of its programs in terms of quantity, quality, and pertinence of output to needs determines the value of a public university. The most important element influencing an institution's productivity is its staff, but numbers alone do not assure an effective program.

Table 1 summarizes the present state of Turkish staff development by Faculties and by Department in two of the Faculties. The total of 222 is impressive even though it includes 20 studying outside Turkey and a few on temporary leave to other institutions in Turkey. But the fact that only 25 of these are Docents and Professors while 122 are Assistants and another 75 Doctor Assistants has many implications. In the existing system only the highest two degrees qualify a person for independent lecturing and handling of classes. A few persons have qualifications for appointments as Lecturers with full authority in classes even though they lack Docent degrees. Some participants returning from the U.S. with Master's or Ph.D. degrees have not been appointed Lecturers because this has a lower salary than the Dr. Assistant title.

TABLE NO. 1

TURKISH STAFF SUMMARY - ATATURK UNIVERSITY

March, 1967

	Prof.	Doc.	Dr.Asst.	Asst.	Total
FACULTY OF AGRICULTURE					
Agricultural Economics	1	0	2	8	11
Agricultural Engineering	0	2	4	4	10
Animal Science	2	2	3	5	12
Plant Science	2	2	3	13	20
Dairy Technology	0	1	0	2	3
Soil Science	1	1	3	8	13
Veterinary Bacteriology	0	0	1	1	2
Home Economics	0	0	2	0	2
Total - Agriculture	6	8	18	41	73
FACULTY OF SCIENCE AND LETTERS					
Turkish Philology	0	3	3	8	14
German Philology	0	1	0	1	2
English Philology	0	0	0	7	7
French Philology	0	0	2	2	4
Economics and Business	0	1	6	8	15
Social Science & Humanities	0	0	3	5	8
Chemistry	0	0	1	7	8
Mathematics - Physics	0	0	3	5	8
Natural Sciences	1	0	3	4	8
Total - Science & Letters	1	5	21	47	74
MEDICAL FACULTY TOTALS	1	4	36	34	75
UNIVERSITY TOTAL	8	17	75	122	222

The Assistants, for the most part, are recent graduates most comparable to Master's degree candidates in the American system. While they contribute to the operational side of the program, they also contribute to the training and supervision load of each of the

senior staff. The 25 Docents and Professors as a group carry the administrative load for the University as well as being directly responsible for much of the actual teaching of 1700 undergraduate students. It is obvious that their capabilities are thinly spread over all demands. Senior staff time available for other activities, particularly ones like extension and research are very limited.

The magnitude of the staff development problem confronting Ataturk University can best be demonstrated by figures taken from the University's 5-year Development Plan developed by representatives of the University in 1965. They described the desirable improvements in teaching, research, and extension programs of the Faculties of Agriculture and of Science and Letters. Based on the projected programs and satisfactory work loads, estimated needs of staff in 1970 at ranks competent to function independently, i.e., serve as "faculty", 124 for the Faculty of Agriculture and 143 for the Faculty of Science and Letters. The numbers did not include 65 Assistants in Agriculture or 146 in Science and Letters who were to be considered graduate assistants rather than "faculty". The estimate was that 80 of the staff on hand in 1965 might reach the "faculty" level by advancement by 1970. This leaves a gap of 188 for the two faculties to be met by outside recruitment.

In considering an expanded participant program, it was considered that only intensive attention to recruitment and training would allow these goals to be reached by 1972. Since such a program has not yet been implemented, even this possibility no longer exists.

Turkey does not have a reservoir of adequately trained people from which staff members in such numbers can be recruited. The only approach still seems to be the one found necessary thus far, i.e., recruitment of new university graduates as Assistants and then training as participants.

Table 2 summarizes the participant program at Ataturk University. To date a total of 63 have been sent to the United States. Twenty are still in training, 11 have resigned, and 32 are on duty (at least two are on temporary leave to other Turkish universities). Sixteen participants have earned Master's degrees in the U.S. Four of these are still overseas working toward a Ph.D. degree. Only two participants have thus far earned Ph.D. degrees in the U.S. although four more are enrolled in Ph.D. programs. The academic strength of the staff will be greatly strengthened by the return of the 20 participants still overseas, but the limited number of American Ph.D. degrees is evidence of the low general academic level attained by the staff members now senior in service and handling the teaching and governing assignments. This places a limit on the academic leadership available to the institution because this inadequacy in training is not being overcome in the requirements for advancing through the Turkish degree system.

TABLE NO. 2
PARTICIPANTS FROM ATATURK UNIVERSITY

	On Duty	In Training Over- Seas	Resigned	Degrees Earned		
				B.S.	M.S.	Ph.D.
Agricultural Economics	3	3	1	-	3	-
Agricultural Engineering	3	2	1	2	-	-
Animal Science	5	2	1	-	4	-
Plant Science	4	5	1	-	1	1
Soil Science	6	-	1	-	1	1
Dairy Technology	1	-	2	-	1	-
Bacteriology	1	-	-	-	1	-
Home Economics	1	-	-	-	-	-
Economics	3	3	-	-	2	-
Chemistry	0	2	3	-	1	-
Physics	2	-	-	-	1	-
Math	1	-	1	-	1	-
Natural Sciences	2	-	-	-	-	-
English	0	3	-	-	-	-
TOTALS	32	20	11	2	16	2

The pattern of staff advancement at Ataturk University is essentially the same as in other Turkish universities although minimum times for achieving the next degree have been reduced to allow persons to reach Docent and Professor rank and qualify for independent teaching and for administrative posts sooner. Commonly new Assistants are appointed from members of new college graduating classes who apply and must pass a foreign language and subject matter

examination. After a one-year satisfactory probationary period the Assistant has the equivalent of tenure. He must, however, complete the Doctor's degree within five years. Requirements for this are primarily the completion of a thesis and its defense before a committee of three professors. There is no course work requirement, and seldom is course work involved.

Three principal requirements must be met for the Docent's degree. One is completing a foreign language. Second is preparation of a thesis. Third is passing an examination on subject matter and thesis before a committee of professors. Again no formal course work is required.

The Professor degree requirements usually are still another thesis reporting independent research, the passing of a second foreign language, and evidence of other accomplishments such as translations of books or additional research publications.

Although the steps to higher salary and responsibility are Assistant, Doctor Assistant, Docent, and Professor, these are more similar to the degree system than to academic ranks in the United States. The lack of staff with Professor degrees at Ataturk University has required use of committees composed of members from other institutions. Contribution to the Ataturk University program is not considered as a factor in achieving any degree. The Ataturk University administration has essentially no role in the degree granting process. Since the actual decision rests with a committee largely composed of professors of other institutions, it means that the Ataturk University administration has essentially no control over the advancement of its staff in "rank". The cadre system largely provides for salary increases based arbitrarily on "rank" and tenure. Without control over either "rank" or salary the administration cannot reward performance or recognize effective contributors to its own program.

The system is such that an individual who concentrates his efforts on his degree requirements and keeps his institutional work to a minimum will advance most rapidly. Conversely, the individual who accepts a heavy teaching load and devotes his time and effort to helping the institution play its proper role in the region will complete degree requirements more slowly. Instead of being rewarded, such an individual is actually penalized. Those advancing most rapidly qualify for the administrative positions and, thus, can take over primary control of the institution.

The system of staff advancement just described has such obvious weaknesses from both academic and institution development considerations that it alone will preclude development of Ataturk University as a modern university with high standards of excellence of staff productivity.

University Administration:

Under the laws that have governed Ataturk University the Rector is appointed by the Ministry of Education. The Ministry is responsible for the University, approving its budgets, regulations, and all personnel appointments. The present Acting Rector is the eleventh appointment to the chief administrative position since late 1957 when the first Rector was designated.

The Rector is assisted by the Office of General Secretary in administering the business and management (non-academic) side of University affairs. Under the General Secretary are Directors of Personnel, Library, Student Records, Administration, and Accounting.

The Director of the University Farm reports to the General Secretary and Rector although plans have been prepared to transfer responsibility for administering the University Farm to the Dean of Agriculture.

Each Faculty is headed by a Dean with the assistance of a Secretary of the Faculty. Deans are recommended by the Rector and appointed by the Ministry of Education. Persons must have a Professor degree to serve as Dean or Rector. Nine appointments have been made to the position of Dean of Agriculture since the first in 1958 and eight to that of Science and Letters.

Department Chairmen are recommended by the Dean and Rector and appointed by the Minister of Education. A person must be a Docent or Professor to be appointed Chairman.

In late 1965 the first Professor moving up through the ranks at Erzurum was appointed Dean of Agriculture. Prior to this the Rector and Dean positions were filled by Professors brought from other Turkish universities on a temporary leave of absence (with only one exception). Americans had filled most of the Department Chairman positions. As evidence of the recent advancement of Turks to the Docent and Professor degrees, all chief administrative positions are now occupied by Turks with long-range association with the University except in Chemistry and English where Americans still function as Chairmen.

Although the positions of Rector, Dean, and Department Chairman have been presented as representing administration and being filled by appointments under authority of the Ministry of Education, the Ministry has seemed to accept little or no active responsibility for defining the role of the university, guiding the activities of the University, or fostering its development along the lines of a service-oriented, modern institution as originally proposed. They have failed within the Ministry and in their appointment of Rectors and Deans to provide definition of the University's role or continuity of leadership. The absence of continuing leadership to develop and implement sound staff

development policies, expanding programs of service, and sound business management in its operations has limited the rate of University development in every aspect and reduced the effectiveness of the assistance offered by the AID/Nebraska Contract.

The institution could have benefited greatly from continuous and enthusiastic support from the Ministry in meeting constantly recurring operational problems resulting from its isolated location in eastern Turkey. In many cases the Ministry has seemed to represent unnecessary delays and added red tape to be overcome rather than assistance to the University in its program operations.

As soon as ways could be found to constitute a Professor's Council in the Faculty of Agriculture, this was done. In accordance with operational policies of older autonomous institutions as governed by the general university law, this body became accepted as the body with the authority on all administrative matters of the Faculty. Not enough Professors exist as of this report to constitute such bodies in the Faculty of Medicine or in Science and Letters. The general feeling among the Ataturk University staff, however, seems to be that the administrative control of the University rests with the staff and that they must be allowed the chance to discuss and approve all matters before the Dean or the Rector is authorized to act. The direction of developments is for the University to become autonomous and operate in the same pattern as other universities under the General University law. The implications of this administrative system are discussed elsewhere in this report.

Physical Plant:

Land acquired for Ataturk University development aggregates 13,000 acres. Ten thousand acres are located in the Erzurum valley west of the city of Erzurum. The other 3,000 acres are in three separate tracts near the city of Elazig.

Thirteen major buildings have been completed on the Ataturk University campus. These include the Library and the Sciences, Social Sciences, Plant Science, and Soil Sciences classroom and laboratory buildings. The following housing structures also have been completed: two student dormitories, one 3-bedroom apartment building (40 units), four 2-bedroom apartment buildings totalling 128 units, and one bachelor apartment building containing 32 units. Assorted farm buildings and greenhouses have been completed. In addition, five buildings for use as classrooms and laboratories and five housing units for faculty and students are under construction. Construction of additional housing and other buildings will be started in 1967 and 1968 according to present plans.

With occupancy of the new Library and the new Plant and Soil Science buildings in February 1967, available office, classroom, laboratory, and greenhouse space is fully adequate for general needs of the present staff and student body.

Progress on construction of buildings for the Medical Faculty is rapid. Development of suitable shops and laboratories to allow development of a program in Agricultural Engineering is still needed. Present staff capability in this area, however, is as yet very limited.

Faculty housing is still a critical problem although 200 apartments of different sizes are complete and in use. The number of apartments under construction will not meet the needs of present staff, and the addition of a substantial number of new staff is anticipated this year. Erzurum has very little rental housing suitable for faculty use. Thus, lack of housing is a serious problem in staff recruitment and needs special attention.

Student housing is also a serious problem at Ataturk University. The two dormitories that are completed service about 900 students, about half of those enrolled. Women students occupy very inadequate quarters in rooms designed for classrooms. The one additional men's dormitory under construction will be far short of present needs even when completed. Facilities to meet the recreational and social needs of students and staff are grossly inadequate. They are important factors in attitude and morale during the long winters.

The number of buildings now occupied on the campus makes their care, maintenance, and repair a big job. This job will expand rapidly as additional large buildings are added. Although improvement has occurred in building maintenance, more is needed if excessive deterioration of the physical plant is to be avoided. The custodian staff, in particular, needs to be trained and utilized more effectively. The buildings are not being well cleaned and cared for although the custodians are commonly seen sitting in hallways doing nothing. Training in custodial work and effective supervision would greatly improve the appearance of the physical plant.

Two irrigation wells have been completed. A special appropriation was obtained for DSI (Turkey's water resources development agency) to drill 43 additional wells on the Erzurum campus in 1967. Part of this capacity will be used to improve the water supplies to staff and student housing. Some will become available for beautification and maintenance of campus grounds. Most is to be developed for irrigating crops and can be only used effectively with major land shaping projects and the development of a farm management staff and program of irrigated crop production applying high levels of technology. Physical development of the land and irrigation system can be accomplished although planning has been grossly inadequate considering the complexity of designing an irrigated research station of 10,000 acres and the long range implications of roads, wells, and other installations to be made. The most difficult needs to be met, however, in achieving effective utilization of the University Farm will be the development of appropriate and competent administration and supervision to assure that it is used to support the role of the University in the region and of managerial and operational staff adequate in competence and numbers to handle field operations at a desirable technological and demonstrational level.

DEVELOPMENT IN RETROSPECT WITH COMMENTS

The decision to establish a modern, service-oriented university in Eastern Turkey was visionary. This area was remote from Turkey's population and cultural centers. The literacy level among its population was low. Its economy was primarily a primitive, subsistence type of agriculture. Transportation and communications were limited and difficult. Schools were also limited and poor. The educated and professional classes of Turks considered it a place with little to offer, an undesirable place to live.

The need for service and stimulation for development in the area, however, could not be questioned. The primary region to be served is almost as large as Nebraska and contains four times as many people. The region is rich in water resources and can be made a highly productive agricultural region through development and the application of modern technology. Thus, the opportunity from the point of view of the national economy is also great.

Teaching in relation to staff development:

The University enrolled its first students in temporary quarters in Erzurum in 1958. Much of the teaching was done by Americans through interpreters. As rapidly as the Turkish staff members were proficient enough in English, they were sent as participants for training in the United States. The first class was graduated before classrooms were completed on the new campus.

In retrospect, delay in enrolling students would have seemed desirable. Neither staff nor facilities allowed a good curriculum to be offered. It would have seemed better to concentrate on recruiting potential staff and sending them to the United States to earn degrees, those qualifying being carried all the way to the Ph.D. Classes then might have been started when a group of returned participants was available to teach courses and offer a more adequate and continuous curriculum.

Staff development has never caught up with enrollment. The Ministry of Education each year has applied pressure for Ataturk University to enroll more students. Its enrollment is now almost 1700. Yet there are only 25 Turkish staff members in the Docent and Professor levels combined. The trained staff is much too small yet to offer a good program to 1700 students.

The tendency still persists of establishing new majors before there is adequate staff to teach the new courses required to make a total four-year program. Consequently the quality of training of graduates is relatively low in both the Faculties of Agriculture and of Science and Letters.

Thus, enrollments should not be allowed to increase until the number of qualified staff has increased so a more adequate program can be presented. Efforts should be concentrated on staff development.

Staff development problems:

Two important factors in staff development soon became apparent to the first administrators of Ataturk University. One of these was that Turkey had no available reservoir of trained staff members subject to recruitment for Ataturk University. The second was that trained staff would not move to eastern Turkey, particularly when salaries offered were the same as in Ankara, Izmir, and Istanbul. Thus, the only opportunity for staff development was to recruit new university graduates, send them first for English training, and finally as participants for advanced subject matter training. The returned participants by law were obligated to serve two years at Ataturk University for each year overseas.

Recruiting was slow. English instruction for assistants was never fully satisfactory. There was one period of about two years when not even one participant was sent. The first participants were not sent with the goal of earning advanced degrees. Because of the language handicap and weak academic backgrounds, some were unable to perform satisfactorily in American classes. A few did very well. It is obvious to many persons now, however, that Ataturk University would have a stronger academic program today if more of these people had been required to earn Master's degrees and every one who was capable, a Ph.D.

The principal factor improving the recruiting ability of Ataturk University was giving the staff there a 75% salary advantage over the western cities in 1965. This was increased to 100% in 1967. This salary advantage makes service in Erzurum much less unattractive. Of course, staff housing development of the city of Erzurum, and improved air service all increase the desirability of Erzurum as a place to live.

If the University itself could have developed the capacity to teach English effectively as an intensive course to prepare Assistants for participant training and if it had shown the ability to provide effective classroom and research support for its staff, it could have a reputation by now that would make it still more attractive to potential staff. More effective administration and better support from the Ministry of Education should have made both possible.

Even though Ataturk University is very short of trained staff, it is not using those available as effectively as it could. The laws or regulations that prevent returned participants with Master's or Ph.D. degrees from assuming independent responsibilities for teaching classes are barriers to effective use of staff. The training required to earn a Master's degree in the United States involves much more

academic development and a higher level of capability than a Turkish doctorate. The American Ph.D. represents as much if not more, academic training than the Turkish Professorship; still it is equated with the Turkish doctorate in salary and status.

Military service has also been a problem in staff development. Some assistants have had to go to military service instead of preparing for participant training to make them productive university staff members. Others have returned from participant training to spend two years in military service when they were badly needed to teach at Ataturk University. Others in participant training are unable to get extensions of their passports to allow completion of their degree programs. No one will question the importance of military service as a general requirement for Turkish men. Certainly it would not be desirable to exclude university staff from this citizenship requirement. Still the potential value of Ataturk University to Turkey is great. The GOT needs to consider policies that will foster, not interfere with, its development. A policy of routine extension of passports for participants working on degrees would seem to be in national interest. Also the assignment of such personnel to a military unit in Erzurum and allowing them to teach at the University after completing six months of basic military training would seem desirable.

The Turkish degree system which also serves as the "academic rank" places little if any value on the teaching, research, or other contribution of a staff member to his institution's program. The system penalizes the person who puts his major efforts into these activities instead of on his personal degree requirements. It is not in harmony with the role and responsibility of a public institution.

Performance on his job should certainly become the primary basis advancing a man in rank or salary. The evaluation of performance must be a responsibility of the institution's administration as well as the decisions on advancement. Only by this means can the most capable people be put in the most responsible positions.

Administration -- the most serious problem:

The most serious limitation to the development of Ataturk University has been and still is the lack of an institutional administration with the responsibility and authority to plan an organization and program and to establish policies for the developing institution and with the continuity to achieve effective implementation of the plans. The average tenure of Rectors has been less than one year. The laws under which the University operates do not allow building an administrative organization to provide effective and efficient management of the large, complex plant and program. The areas of academic responsibility and administrative responsibility can and should be defined. Operational policies and procedures can be developed to assure that the academic staff is assured its proper responsibilities for academic

policy while the administration is responsible for institutional policy that determines its proper public service roles and provides essential services for staff so their program efforts are effectively supported.

Closely related to administration is budgetary control. The Government of Turkey has made a big investment in land and physical plant for Ataturk University. Operational budgets as well have been quite generous in amount, but the procedures for making operational funds available and for spending them prevent their use to support the staff and programs effectively. Improvement in procedures for use of budgeted funds to support university operations is an urgent need. Continuing present procedures is wasteful of public funds because it greatly reduces the effectiveness of the staff and the productivity of its programs.

Selection and assignment of students at Ataturk University:

Students enrolling at Ataturk University are determined from the scores on nationwide examinations of "Lise" graduates and their priority preferences of university, faculty, and major. The determination of who will be permitted to enroll is determined at the national level. The university makes the assignment to a specific faculty and major. General practice has the same number assigned to each major. There are few transfers allowed between majors.

Since performance on national tests is the basis of selection, students with better high school training have an advantage. This favors the cities and western Turkey. The last estimate was that 40% of the students at Ataturk University came from west of Ankara.

Does this system of student selection and assignment support the role of the university? Why is it used?

The system is used because it relieves Ataturk University of the development and administration of their own system, a job that they are not staffed to do.

The system does not give any attention to special needs for schooling of students from eastern Turkey. It accepted a group of graduates from a regional agricultural school one year. Although their performance proved satisfactory, this approach was not followed up because only "lise" graduates are qualified for the national examination. As staff and administrative capabilities grow, this question of how students should be selected to serve the needs of eastern Turkey should receive added attention.

The practice of assigning the same number of students to each major offered fails to recognize either the needs of the nation or interests of the students. Much more flexibility would seem desirable.

The role of contract technicians:

A considerable number of classes were taught by American professors during the first few years after the opening of Ataturk University. This required the use of an interpreter in each case. Because of their rank and experience, the American professors also served as department chairmen.

As Assistants returned from participant training, they assumed a larger part of the teaching load. The present semester is the first since Ataturk University opened in which no member of the Nebraska Group taught a regular course.

Similarly a number of Ataturk University staff members have now reached Docent and Professor status. This is the desired trend. The Nebraska professors are now changing their roles to that of resource personnel, as leaders of seminars for Assistant training, and as leaders in initiating or guiding research projects.

The need to improve university administration from the department level on up has been mentioned earlier in this report. The Nebraska team members are not being used effectively as resource people in administration, apparently because of inexperience and some jealousy toward leadership prerogatives on the part of the recently appointed Docents and Professors. Discussions of problems and plans for improvement could be beneficial with no challenge to the actual power of decision that clearly rests with the Turks. Their greatest contributions to administration should be in helping analyze problems and develop plans and in discussions of these rather than in final decision making.

Throughout the term of contract assistance Nebraska staff have had very inadequate counterpart staff to work with. A number of projects were initiated by Americans working primarily with an Assistant who would then go for participant training. With no one to follow up the project would die. The emphasis, as stated before, has been for small package projects suitable for a thesis rather than a long range program on a major agricultural problem.

The roles in which the Nebraska professors can now contribute most are in helping returned participants initiate and implement research programs, participation with assistants and younger staff on research programs, seminars and graduate courses for Assistants and staff, and as resource personnel to administration on many university problems.

Library:

In February 1966 the library was moved to a new building built to provide central library service for the campus. At two times the Nebraska contract provided a technician to work with library development.

Lack of adequate counterparts and competence in library staff reduced the continuing effects from these efforts. Inadequate rank and salary in cadre positions for the library have prevented the university from developing its staff and library service program. They need the leadership of a few personnel with Master's degrees in library science to give leadership to the library program and to train and supervise the library staff. In general, there is much staff dissatisfaction with the present library situation.

Improvement of teaching:

The general pattern of instruction in classes at Erzurum is the straight lecture to large classes. Blackboards in most classrooms are small and very poor in quality. There is little use made of any audio-visual equipment. A textbook for a class is a rarity. Some courses in sciences have been taught without laboratories because of lack of qualified teaching personnel.

Mimeographing or other duplicating facilities have been frequently unavailable to the staff member who wished to prepare handout material. Some instructors have made library assignments and attempted to use the limited library resources to advantage.

As an attempt to encourage the use of improved teaching methods, a number of overhead projectors are being procured and screens are being placed in some classrooms. Improved chalk boards have been installed in the new Plant and Soil Science building. Purchase of new mimeograph machines and improved system for their operations and maintenance have been proposed. A program giving emphasis on book translation and textbook writing is being encouraged. Similarly improvement in the procurement and use of books in the central library is needed.

Conclusions:

Ataturk University is established at Erzurum. It has Faculties of Agriculture, Science and Letters, and Medicine with 1700 students and an academic staff of over 200. The physical plant is large and rapidly expanding.

Still Ataturk University is not a viable institution of the kind envisioned in the original planning stages of 1954-57. Its staff is neither adequate in numbers nor training to offer a satisfactory quality of teaching program for 1700 students. Most of the Turkish staff is at the Assistant level. Their supervision and training represent a substantial part of the load of the 25 staff who have reached the senior levels.

The greatest problem confronting Ataturk University if it is to become a truly modern, excellent; service-oriented university is the establishment of an effective, integrated administration. There have

been eleven appointments to the Rectorship since 1957. There has been a continual lack of individual or policy guidance by the Turkish Government to define the role of this public university, establish policy, make long range plans, or guide the development of staff or programs. Developments in the past year, unfortunately, have been in the direction of segmentation.

Technician assistance provided by the AID/University of Nebraska project totals over 70 man-years. This experienced manpower provided leadership and a degree of continuity as well as carrying much instructional load from 1958 when the first students enrolled to about 1965. In addition, the technical assistance project provided participant training for 63 persons, 32 of whom are now on duty carrying a large part of the instructional, research, and administrative loads, especially in the Agriculture Faculty. The effect of the American contribution to development of staff and programs at Ataturk University has been great without question.

By 1965 the first members of the Turkish staff starting at Ataturk University obtained their Professor degrees. Several earned the Docentship. Persons with these degrees are the senior staff and are legally qualified to assume administrative positions. This they have done. This is the desired and expected pattern of institutional development. It meant changing the Nebraska professors from the active administration roles where they were serving by necessity to the roles of supporting resource personnel. Their opportunity to contribute in this role is dependent on the willingness and attitudes of the inexperienced and newly promoted Turkish administrators toward consulting them and drawing on their backgrounds and experience. This is not being effectively done. In fact, the dissensions between individuals and factions within the Turkish staff have created a very uncomfortable position for the Americans. Their opportunities to help in any significant way have been so restricted that the positions are not professionally nor personally rewarding. A continuation of this situation would make staffing the program at Ataturk University impossible by any contracting university.

The biggest problem to be met in further development of Ataturk University is that of establishing an effective and efficient administration that has the continuity and authority to make policies and integrate the operations of all faculties. Every other aspect of development is dependent upon an adequate administrative organization. The present laws under which Ataturk University operates will not allow such an administration to be developed. Thus, changes in laws are necessary. Until appropriate changes are made and an effective administration established, American or other assistance efforts will be largely ineffective. Their continuation cannot be justified by any source unless there is assurance that their efforts will be effective and that staff provided can make professionally satisfying contributions.

The University of Nebraska and AID have helped plant some seeds of change in eastern Turkey. Will they blossom and yield fruits for the people of the East and for the Turkish nation? There will be fruits in time. Their value will depend primarily on the commitments and the expectations that the Turkish nation establishes for Ataturk University, which is yet in the seedling stage. Will they overcome the "drought" that now threatens its development? Will the nation nurture it properly so it can grow rapidly and strong? If they do it can be a proud example of a public institution yielding rich fruits of service to eastern Turkey and the entire nation.